

Algeria	500.00	Indonesia	1,310.00	Portugal	200.00
Argentina	1,450.00	Israel	1,550.00	S. Arabia	1,450.00
Australia	1,450.00	Italy	1,450.00	Spain	1,450.00
Belgium	1,450.00	Japan	1,450.00	Switzerland	1,450.00
Canada	1,450.00	Lebanon	1,450.00	Taiwan	1,450.00
Ceylon	1,450.00	Luxembourg	1,450.00	Thailand	1,450.00
Czechoslovakia	1,450.00	Malaysia	1,450.00	Turkey	1,450.00
Denmark	1,450.00	Mexico	1,450.00	U.A.R.	1,450.00
Egypt	1,450.00	Morocco	1,450.00	USA	1,450.00
Finland	1,450.00	Netherlands	1,450.00		
France	1,450.00	Norway	1,450.00		
Germany	1,450.00	Poland	1,450.00		
Greece	1,450.00	Romania	1,450.00		
Hong Kong	1,450.00	Saudi Arabia	1,450.00		
India	1,450.00	South Africa	1,450.00		

No. 30,332

## World News Business Summary

### Iraqi Gulf attacks break lull of four days

Iraq broke a four-day lull in attacks on Gulf shipping with an air strike yesterday on two large naval targets, its first for oil tankers or merchant ships. An Iraqi military spokesman said the aircraft attacked the vessels at the tanker waiting area east of Iran's main oil terminal at Kharg Island.

### Schlueter in trouble

Danish Prime Minister Poul Schlueter's four-party coalition looked set to lose its working majority after yesterday's general election but the opposition Social Democrats did not appear to be in a position to form a government, Page 26

### Luanda talks resume

Washington's top Africa specialist, Assistant Secretary of State Chester Crocker, arrived in Luanda for a surprise resumption of talks on Namibia and the withdrawal of Cuban troops from Angola.

### Australian pit strike

Australian coal miners were to begin a national strike, likely to last at least a week, in protest at job losses, Page 26

### East-West accord

East and West Germany appeared likely to agree to regular summit meetings in the future after two days of talks in Bonn between East German leader Erich Honecker and West German Chancellor Helmut Kohl, Page 2

### Mozambique strike

Rightwing Mozambican rebels said they had cut the oil pipeline between Beira in Mozambique and Mutema, Zimbabwe.

### Four die in Sri Lanka

Masked gunmen killed a Christian pastor and three companions in fighting between rival Tamil groups in northern Sri Lanka.

### Fiji warning

Fiji Governor-General Ratu Sir Penia Ganiola threatened to appoint a caretaker government if the administration deposed in last May's coup refused to return to political power talks.

### Vietnam jails general

Vietnam sentenced Major-General Nguyen Truong Xuan, the Hanoi police chief, to 30 years in jail for corruption.

### Burundi frees 600

Burundi's new ruler, Major Pierre Buyoya, announced the release of more than 600 political prisoners jailed under the previous regime.

### Civil Guard killed

Two gunmen believed to be Basque separatists killed a Spanish Civil Guard officer in a daylight attack in Bilbao.

### Soviet satellite launch

The Soviet Union launched six exploratory satellites into orbit with a single booster rocket.

### Libyan casualties

Chad said its troops had killed more than 1,700 Libyan soldiers in the weekend raid on a Libyan air base.

### Venezuela floods toll

President Jaime Lusinchi flew to the central Venezuelan city of Maracay to assess the impact of floods that killed more than 100 people and left thousands homeless.

### Agrokormer man held

Fikret Abdic, former head of Agrokormer, the company at the centre of a Yugoslavian financial scandal, was arrested on charges of crimes against the self-management system.

### Moscow books seized

American and Israeli publishers said Soviet officials had confiscated several dozen books intended for display at the Moscow International Book Fair.

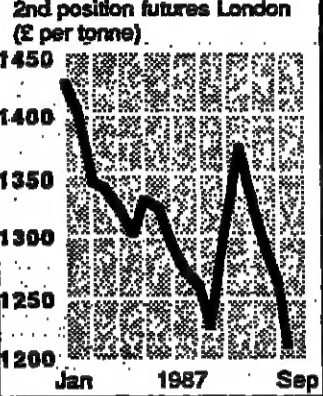
### Pickens launches bid for Newmont

T. BOONE PICKENS, the Texas corporate raider, yesterday launched an all-out assault on Newmont Mining, the US gold and energy group, with an offer to buy out the company's shareholders for \$35 a share or about \$4.3bn, Page 26

### Cocoa

Cocoa PRICES fell in London as delegates to the International Cocoa Organisation continued to seek an agreement on the operation of the buffer stock.

### Cocoa



The December contract on the London Futures and Options Exchange fell 2.25 to close at \$2,415.00 a tonne - the lowest closing level since April 1983, Page 26

### WALL STREET: The Dow Jones

industrial average closed 16.25 down at 2,945.12, Page 48

### DOLLAR closed in New York

at DM1.7650, ¥141.60, FF8.0015, SF1.4860. It rose in London to close at DM1.7825 (DM1.7820), but fell to ¥141.70 (¥141.75) to SF1.4840 (SF1.4850), and remained unchanged at FF8.0015 and £228.35. The pound's exchange rate index closed at 123.2, Page 37

### STERLING closed in New York

at \$1.8605. It fell in London to \$1.8565 (\$1.8600), and to SF2.4825 (SF2.4850), and remained unchanged at DM2.9750 and £228.35. The pound's exchange rate index closed at 123.2, Page 37

### LONDON: UK equities turned

lower when Wall Street opened weakly after the Labor Day holiday. The FT-SE 100 index finished 8.6 lower at 2,275.0 and the FT Ordinary index was down 13.3 at 1,775.2, Details Page 44

### TOKYO recovered as telecom

communications shares surged. The Nikkei market average recovered 200.00 to 25,204.00. Volume remained light at 548m shares, Page 48

### GAF, New Jersey producer of

special chemicals and building products, received a \$2.3bn management buyout offer from Mr Samuel Heyman, chairman, Page 27

### GENERAL MOTORS, world's

largest automotive group, will produce a substantial net profit for its European operations in 1987 after chalking up losses totalling over \$1bn in the past three years, Page 27

### PHILIPS SA, Belgian arm of the

electronics group, will introduce a new instrument to the Belgian financial markets - Bif5bn (\$134m) of conversion certificates - in a bid to tap indigenous sources for its substantial investment programme, Page 31

### RATNERS GROUP, UK jeweller

retailer, may face another claim for large 'golden handshakes' following the resignations of five members of the Weinstein family, former controlling shareholders of the rival Ernest Jones chain which Ratners bought for £22m (\$41.25m) in July, Page 18

## US blocks Brazil's plan to convert bank debt to bonds

BY STEWART FLEMING IN WASHINGTON AND ALEXANDER NICOLL IN LONDON

BRAZIL yesterday dropped a radical plan to convert half the country's \$68bn debt to bank loans into bonds after failing to win the support of the US.

Despite the setback, Mr Luiz Carlos Bresser Pereira, the Brazilian Finance Minister, insisted that he would press ahead with efforts to secure agreement of the banks for a more conventional financing package, including a new loan.

After meeting in Washington yesterday with Mr James Baker, the US Treasury Secretary, and top Federal Reserve Board officials, Mr Bresser Pereira said that Mr Baker had objected to the Brazilian proposal.

In a statement later, the US Treasury described the securitisation plan as a non-starter. 'There was a general agreement that Brazil's problems should be addressed in a conventional way and both parties agreed to continue to consult closely toward that end.'

Mr Bresser Pereira unveiled the plan only last week. Officials had said the bonds would have a 35-year maturity and low fixed interest rates taking into account the fact that Brazilian debt trades at a deep discount in the secondary loan market.

The debt trades at about 55 per cent of face value.

The latest decision will be greeted with relief by banks, which had objected to the proposed compulsory conversion because it would have forced them to take substantial write-offs. Many have already taken big loan loss provisions on their Third World exposure since Brazil suspended interest payments to them in February.

Mr Bresser Pereira said Mr Baker had accepted the idea that a Brazilian refinancing could involve an effort to issue so-called 'exit bonds'.

These would be modelled after the securities which Argentina offered bank lenders as part of its recent debt restructuring.

Mr Bresser Pereira said the plan appeared more akin to the 'menu of options' approach, providing borrowers and lenders with a range of financing options, of which the Argentine package was the prototype.

But he noted that the Argentine exit bonds were scarcely taken up by banks because the

25-year bonds with 4 per cent interest coupons were not attractive.

Brazil is also expected to seek some \$7bn in new bank loans which will help it to pay interest on its debt for this year and next.

US officials were clearly delighted at the Brazilian Finance Minister's change of position. 'I hope we have taken care of that problem,' said one top Treasury official who characterised the Brazilian proposal as 'a gigantic scheme - a dressed-up form of default'.

The official pointed out, however, that the US was receptive to moves by Brazil to exploit the existing flexibility within what the Treasury described yesterday as the 'conventional' approach to tackle Third World debtors' problems.

He pointed out, for example, that in considering new commercial bank lending to Brazil the Treasury was making a distinction between new money to meet Brazil's interest arrears for 1987 and additional funds for next year. New money to cover 1987 arrears, he suggested, should not necessarily be linked to a formal standby

Continued on Page 26  
Investors' Gloom, Page 48

## Hill Samuel dismisses two directors over secret talks

BY DAVID LASCELLES, BANKING EDITOR, IN LONDON

HILL SAMUEL, the City of London merchant banking group, yesterday dismissed the head of its corporate finance department and his deputy for holding what it called 'unauthorised discussions' about the possible transfer of their department to another company.

Mr David Davies, Hill Samuel's chief executive, said that their conduct was 'reprehensible' and 'totally inconsistent with their responsibilities as directors'.

The two men, Mr Trevor Swete and Mr Christopher Roshier, declined to comment publicly last night.

The two are believed to have been negotiating with groups which included Barclays de Zoete Wedd (BZW), the newly formed investment banking arm of Barclays Bank. BZW's corporate finance department is

headed by Mr Richard Healey, a former director of Hill Samuel.

The dismissals come only three weeks after merger talks between Hill Samuel and Union Bank of Switzerland collapsed unexpectedly, leaving a big question mark over Hill Samuel's future.

There was considerable speculation that the group would subsequently suffer defections.

According to sources in Hill Samuel, the corporate finance department was deeply disappointed by the failure of the merger talks, which they hoped would raise the group into the big international league.

After the collapse, Mr Swete and Mr Roshier contacted a number of banking groups to negotiate a merger which would have included a large number of their colleagues.

Hill Samuel's corporate finance department has 130 people, and 17 directors, and claims to have one of the largest client lists in the City.

BZW was likely to be interested because of the personal connection through Mr Healey and the group's 'business' to build up its corporate finance business, which is new and relatively small. However, news of the negotiations got back to Hill Samuel's headquarters at the end of last week.

Mr Swete and Mr Roshier were called to account. Although there have been several mass defections from City institutions before and after last year's Big Bang, Hill Samuel took the view that Mr Swete and Mr Roshier were acting beyond their powers.

Lex, Page 26

## Alfonsin faces crisis as cabinet members offer resignations

BY TIM COONE IN BUENOS AIRES

THE ARGENTINE Government is in crisis after members of President Raul Alfonsin's cabinet offered their resignations late on Monday night, after the heavy defeat of the ruling Radical Party (UCR) at Sunday's mid-term elections.

The proposed resignations include Mr Juan Sourdis, the Economy Minister, whose austere economic policy has been widely blamed for the party's defeat.

A senior party official told the Financial Times yesterday: 'It is up to the President now to decide who stays and who goes,' but added that 'there will be a period of reflection for three or four days' before any announcements are made.

President Alfonsin has declined to make any public statement or comment on the outcome of the elections, adding to the confusion and uncertainty over the future course of the Government, especially on economic policy.

The Peronist opposition, rooted in the trade union movement, staged a major comeback in the polls, taking control of most of the country's provincial governments and shattering the Government's slim majority in the national congress. No party

### COMPOSITION OF CHAMBER OF DEPUTIES

1985 election 1987 election

UCR	130	118
PJ	103	107
UCD	3	7
PI	6	5
Others	12	17

UCR radicals; PJ Peronists; UCD Union Country Democrats (conservative); PI Partido Intransigente (centre-left); others 12 regional parties (centre-conservative)

now holds an absolute majority and the Government faces the prospect of paralysis if the opposition, led by the Peronists, unite against the UCR in the congress.

President Alfonsin must decide whether to build alliances with the various conservative parties represented in the congress, which also made advances in the polls, or to extend a hand to the Peronists, clearly the principal election victors, offering cabinet posts and the possibility of a coalition government.

The first option, implying a shift further to the right and an even more orthodox and austere economic policy, risks a head-on confrontation with the trade unions and the Peronists.

The second option, however, also faces the prospect of failure because of the reluctance of the Peronists to associate themselves too closely to the Government and an economy which shows few prospects of recovery before the next presidential elections in 1989.

The Peronists now believe they have the presidency in sight. According to Mr Diego Guelar, a Peronist deputy and congress spokesman on budget issues: 'The Peronist response to a coalition government will probably be "no". Nothing has been thought out yet. We are divided on the issue and we were irresponsible to arrive at the elections without a clear economic programme with which we could negotiate. The only clear point of agreement within the party is on the foreign debt, to follow a path similar to Brazil, and that would be the basis of any agreement with the Government.'

Mr Guido de Tella, an economist close to Mr Antonio Cafiero, the leader of the Peronist Party, was even more emphatic. 'Acceptance of government posts is highly improbable. For now we intend to remain in opposition.'

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## Italo-Swiss arms dealer surrenders to Italian authorities

By Alan Friedman in Milan

MR ALDO ANGHESSA, the shadowy Italo-Swiss arms trafficker thought to hold the key to Italy's international arms and drugs scandal, yesterday surrendered to the authorities.

An official of the carabinieri at the Italian Liguria port of La Spezia said Mr Anghessa, 43, turned himself in early yesterday afternoon and would face his first formal interrogation last night.

Mr Anghessa escaped arrest last Friday in the Adriatic port of Bari, where he left behind in a hotel room a case stuffed with documents that magistrates say implicate Valsella, a Brescia arms company, in the clandestine shipment of sea and land mines to Iran.

According to magistrates, who, with the help of the Italian secret services wiretapped telephone conversations between Mr Anghessa and the Brescia company, the documents provided evidence that Valsella was aware its mines were destined for Syria and Iran, even though they were despatched officially to Nigeria, Spain and Turkey.

Mr Ferdinando Borletti, the Valsella chairman, who with his son and other Valsella directors is under arrest and charged with the export of mines and other war material to Iran, has denied the accusations.

Mr Anghessa is also thought by magistrates to have collaborated with the Sicilian Mafia and Islamic terrorists to import weapons for use by terrorists operating in Europe and drugs for the Mafia.

The case which Mr Anghessa escaped capture last week and the manner in which he left the documents behind has raised many questions.

Swiss officials last night denied persistent rumours that Mr Anghessa worked in the past as a police informer. It has also been alleged that Mr Anghessa, acting as a double agent, may have helped Italian police last Thursday to seize a Beirut-registered ship at Bari found to contain missiles, hand grenades, launchers, two kilos of pure heroin and 15 kilos of hashish.

Mr Anghessa's arrest represents a major development in the complex affair. For Italians the discovery of Mr Anghessa's case stirs memories of the last time a major scandal erupted in this manner. In 1981 police found a case full of documents listing 125 alleged members of the Propaganda Due freemasons' lodge at the Arezzo villa of Mr Licio Gelli, the still-fugitive grandmaster of the outlawed lodge.

## EMS changes agreed by central banks

BY ANDREW FISHER IN BASLE

EUROPEAN central bankers yesterday agreed on measures to improve the working of the European Monetary System, but postponed consideration of some of the more far-reaching changes for which France has argued.

The measures, understood to be mainly technical and involving currency intervention procedures, are contained in a 16-page report which will be presented to EC finance ministers at next weekend's meeting in Denmark.

'It is a genuine agreement, not a kind of compromise,' said Mr Carlo Ciampi, Governor of the Bank of Italy and chairman of the group of EC central bank governors, which met in Basle. 'It represents, I think, important progress in the functioning of the EMS.'

He declined to give details of the unanimous agreement, saying the issues were well known. Other European monetary sources said the package allowed for more so-called intramarginal intervention before currencies reached their maximum limits under the eight-currency EMS.

Also, greater use of the European currency unit (Ecu) for repayments within the short-term credit mechanisms of central banks would be allowed. These are now restricted to 50 per cent of the initial credit.

The monetary sources said a key reason for the agreement was to avoid a repetition of the embarrassing row which took place between France and Germany before last January's EMS realignment. Then, Paris and Bonn argued about who should move to stop funds from flowing



Carlo Ciampi: genuine agreement

heavily out of the franc into the strong D-Mark. Although the measures agreed in Basle seemed to fall some way short of the ambitious improvements sought by France, Mr Jacques de Larosiere, Governor of the Bank of France, tersely replied 'of course' when asked later if he was pleased with the agreement.

France has sought new rules to allow the use of unlimited credit facilities to support intramarginal intervention. It has also said such intervention should be carried out in more EMS currencies, instead of mainly the D-Mark.

Editorial comment, Page 24; Britain and the EMS, Page 25

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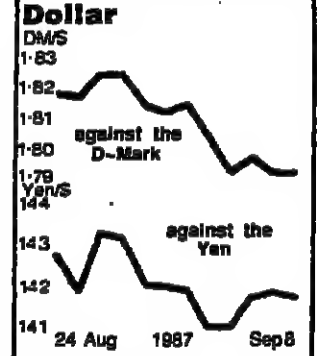
## Dollar support fails to dispel pessimism

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT, IN LONDON

EUROPEAN central banks intervened jointly yesterday to prop up the dollar, but the action did little to dispel the pessimism on foreign exchange markets over the outlook for the US currency.

The intervention, involving dollar purchases by the Bundesbank, the Bank of England, the Bank of Italy and several smaller central banks, was aimed at underlining their public commitment in Basle on Monday to exchange rate stability.

The purchases, however, were



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Todor Zhivkov, the party leader, redefines state role and attacks 'feudal barons', Page 26

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STEPS OUT	
ON ROAD TO ECONOMIC REFORM	



## Jail riots leave Belgian minister in the firing line

BY QUENTIN PEEL IN BRUSSELS

BELGIAN POLICE and prison services were on full alert last night for any renewed outbreak of violence in the country's jails, after two nights of rioting in protest at allegedly better conditions being offered to Liverpool football fans facing trial for manslaughter.

Once again the tragedy at the Heysel football stadium in Brussels in 1985, when Liverpool supporters caused a stampede resulting in 39 deaths in the crowd at the European Cup final, threatens to cause a major row in Belgian politics.

Mr Jean Gol, the Minister of Justice and leader of the French-speaking Liberal Party in the governing coalition, was yesterday on the defensive over about the decaying and overcrowded state of national prisons, and about his decision to show journalists around the modernised cells available for the 26 Liverpool fans being extradited from Britain.

The riots on Sunday and Monday night occurred in the oldest jails in the country—Forest and St Gilles in central Brussels—which the most ardent Government spokesman admits to be in a sorry state.

Thanks to the slow-moving Belgian legal process, slightly more than half the 7,000 prisoners in Belgian jails are on remand, awaiting the end of their trials. Moreover, the average annual number of prisoners has increased from about 4,000 to the present figure over the past 15 years.

Mr Gol insisted yesterday that a comprehensive modernisation plan was in progress for the state prisons, but at the same time sought to deny suggestions that the modernised cells for the Liverpool fans would in any way amount to

"three-star hotels." He blamed the press for publishing exaggerated reports on the comforts available—including colour television and table football—after Socialist politicians attacked him for showing them off. He appears to have been caught by his own desire to reassure British public opinion that extradition was not unfair, by arousing the fury of Belgian remand prisoners kept in far worse conditions elsewhere.

Mr Gol himself forced the resignation of Mr Charles-Ferdinand Nibbeling, the rival Socialist Christian Party leader, in 1985, when the latter was Interior Minister and responsible for the policing of the Heysel stadium at the time of the disaster. The resulting row caused the last Belgian general election.

The present furore has yet to produce any public conflict within the governing coalition, but failure to control the prison disturbances, and dampen the prisoners' grievances, will inevitably be used against the Justice Minister himself.

Meanwhile, an information blackout was imposed last night on the likely arrival of the Liverpool fans, expected to be sometime in the course of today. There was a threat of further protests yesterday in Louvain prison itself, where the Liverpool fans are to be held on remand, and Belgian prisoners went "on strike" to demand a review of the procedures for parole.

When the Liverpool fans arrive they will go first to the state prisons, but at the same time sought to deny suggestions that the modernised cells for the Liverpool fans would in any way amount to

## Labour corps plan sparks political row in Malta

BY GODFREY GRIMA IN VALLETTA

MALTA'S GOVERNMENT OF Dr Eddie Fenech Adams yesterday appeared to be heading swiftly towards its first political crisis since the 1984 election, after Dr Carmelo Mifsud Bonnici's opposition Labour Party over a controversial employment policy rushed through parliament.

The dispute hinges mostly on opposing interpretations of a proposed workers' auxiliary corps.

At a meeting with trade union leaders and heads of government organisations the Prime Minister on Monday denied opposition charges that the Government planned to sack thousands of workers hired by the previous administration shortly before last May's general election.

The proposed workers' auxiliary scheme aims to absorb the excess manpower at parastatal and state controlled commercial organisations.

Mr Mifsud Bonnici said: "Changes made in the island's employment laws do not empower the Government to fire employees. He insisted.

However, Dr Mifsud Bonnici later said his party and its allies, the 30,000-strong General Workers' Union, were not convinced and demanded concrete proof that those employed by the previous government would not be fired or offered inferior wage and working conditions.

A joint opposition and GWU committee has been set up to plan a series of protests which might include calling on supporters not to pay water, electricity and telephone bills.

Pravda accuses US on attitude to glasnost

THE SOVIET newspaper Pravda yesterday accused the US of seeking to hide developments in the Soviet Union from the American public behind an "iron curtain" of silence, Reuters reports from Moscow.

In a strongly-worded commentary, Pravda said US efforts to distort the Soviet stand on issues including arms control and human rights were increasing on the eve of high-level US-Soviet talks in Washington.

Giving a new context to former UK Prime Minister Winston Churchill's use of the phrase "iron curtain" to describe the Soviet-imposed isolation of Eastern Europe at the beginning of the Cold War, Pravda said:

"The contemporary heralds of an anti-Soviet crusade are now pulling down such a curtain over the United States."

It said Western journalists had greater access to Soviet officials under the glasnost ("openness") campaign of Mr Mikhail Gorbachev, the Soviet leader.

"But the more news about major steps in Soviet domestic and foreign policy coming through this channel, the less information reaches the US public," it said.

"Seeking to distort and discredit new, beneficial processes in Soviet society, American propaganda has begun a futile search for the limits of glasnost."

Pravda poured scorn on President Ronald Reagan's August 26 call on the Soviet Union to show glasnost in its military affairs, saying Moscow had made clear its position at an international conference in New York the previous day.

Referring to talks in Washington next week between Mr Eduard Shevardnadze, the Soviet Foreign Minister, and Mr George Shultz, US Secretary of State, it said anti-Soviet campaigning was increasing ahead of the meeting.

## EUROPEAN NEWS

# East and West Germany to improve links

BY DAVID MARSH IN BONN



● Honecker underlines political differences

EAST AND WEST Germany look likely to agree regular future summit meetings after agreeing yesterday to a variety of measures to improve links, including important accords on technology and the environment.

Mr Erich Honecker, the East German leader, who ended yesterday two days of political talks in Bonn, brusquely underlined fundamental political disagreement between the two states, rejecting Bonn's claim that the two countries form one nation. He now starts a packed three-day tour of a country he last saw nearly four decades ago.

The East Germans also dismissed, in public at least, calls

by Mr Helmut Kohl, the West German Chancellor, for a permanent end to the shoot-on-sight policy of East German soldiers guarding the border.

Mr Kohl's inability to win any immediate concessions on human rights — to which only scant reference was made in a lengthy final communiqué yesterday — looks certain to run into criticism in West Germany from politicians on both left and right.

However, underlining the tone of cautious optimism about the outcome of the talks, Mr Wolfgang Schäuble, the Bonn Chancellor's Minister, said: "The important thing is that we have the intention, step by step,

to develop co-operation further."

The two sides agreed to conclude soon an accord on reciprocal electricity deliveries and to improve the Hanover-Berlin rail link, as well as to examine East German border claims along the river Elbe.

As part of the gradual process of normalisation, the following steps were also decided:

● Scientific co-operation is to be stepped up following conclusion of an agreement — under discussion for 14 years — for joint projects between East and West German researchers. An initial batch of 27 projects ranging from physics and production technology to research

on AIDS has been agreed.

East Germany is likely to become an associate member of the European Eureka technology programme. East German researchers and technicians will have improved access to West German universities, with companies also co-operating on projects.

● Joint efforts will be made to reduce environmental damage along the East-West border, where West Germany has long been worried about river pollution and noxious emissions from East German industrial plants and power stations.

● The two countries will exchange information on reactor

safety designed to reduce the danger of nuclear accidents and improve radioactive waste disposal.

● The two sides plan further steps to improve travel, communication and other personal contacts. Bonn now expects 1m younger East Germans to visit West Germany this year, not counting pensioners who have relatively liberal access to the West. Sporting, cultural and tourism links will be intensified. Inter-German rail fares will be cut and East Germany agreed to ease some restrictions on postal deliveries from West Germany of cassettes and electronic goods, specialist magazines and pharmaceuticals.

## Kohl's Berlin Wall attack is read across border

BY LESLIE COLT IN BERLIN

EAST GERMANS are being treated to an exhilarating dose of freedom of the German press which is providing detailed coverage of the visit to West Germany by the East German leader Mr Erich Honecker.

The main Communist newspaper, Neues Deutschland, yesterday carried remarks by West Germany's Chancellor Helmut Kohl in which he con-

demned the Berlin Wall and reaffirmed Bonn's goal of German reunification in his welcome speech to Mr Honecker.

East Germans yesterday queued to buy the party newspaper which usually filters out Western political opinion, and is read mainly by East German officials. Neues Deutschland carried a verbatim account of Chancellor

Kohl's speech including his call for an end to the shoot-on-sight policy at the East-West border.

The newspaper also ran the speech by West Germany's president, Mr Richard von Weizsäcker, in which he reminded Mr Honecker of the "painful division" of Germany and Berlin.

The unusual openness was underlined by East German television's live coverage of

the first day of Mr Honecker's visit, including all the speeches. Viewers in both East and West Germany and in both parts of divided Berlin could watch virtually the same coverage of the visit on both East and West German TV channels.

"Seeing the two German flags next to each other at the official welcoming ceremony was extremely emotional for

us," one East Berliner noted.

The unusual burst of objectivity in the otherwise highly selective East German media is, however, unlikely to survive much longer than Mr Honecker's visit to West Germany. On similar occasions, during the visit in 1970 of then Chancellor Willy Brandt to Erfurt East Germany and the return visit to Kassel by East Germany's Prime Minister, Willi Stoph, East Germany also departed briefly from its strict media censorship.

Then, as now, the East German authorities endeavoured to show that they scrupulously adhered to "international practice" by fully reporting speeches at official East-West meetings no matter how critical the Western remarks may be.

## Italian economic package falls short of OECD hopes

BY IAN DAVIDSON IN PARIS

THE EMERGENCY package of economic measures, introduced by the new Italian Government at the end of last month, goes some way to meet the general sense of the latest report on Italy by the Organisation for Economic Co-operation and Development, that corrective action is required. But the precise measures adopted fall significantly short of the urgings of the OECD, most notably in their failure to cut back on the spending side of the government deficit.

The OECD commends the performance of the Italian economy in a number of respects. Its growth rate has been among the highest in the OECD area, the rate of inflation (from 14 per cent three years ago to 4.25 per cent at the end of last year), the current balance of payments was in surplus in 1986, and the general government borrowing requirement was reduced slightly at the end of last year to 11.3 per cent of GDP.

These favourable indices are qualified by the OECD in a num-

Italian Economic Outlook			
Percentage change from previous period at annual rate			
	1986	1987	1988
Demand and output (volume)			
Private consumption	3.2	3.1	3.3
Public consumption	3.8	3.1	3.1
Gross fixed investment	1.2	2.1	3.4
Machinery and equipment	3.1	4.1	4.4
Construction	-2.7	1.2	2.1
Final domestic demand	-2.7	2.1	2.1
Change in stockbuilding	0.4	1.1	1.1
Total domestic demand	3.1	4.1	3.1
Exports of goods and services	3.1	2.1	3.1
Imports of goods and services	5.1	4.1	5.1
Foreign balance	-2.0	-2.0	-2.0
GDP at market prices	2.7	3.1	3.1
Industrial production	2.7	3.1	3.1
Prices			
GDP price deflator	8.0	6.1	4.1
Consumer prices	6.2	4.1	4.1

As percentage of GDP from the previous period

Source: OECD Secretariat estimates and forecasts

ber of important respects, however. The upturn in growth has led to increased employment but not enough to stem the rise in unemployment, which

Second, the reduction in the rate of inflation still leaves Italy with a higher inflation rate than those of its main trading partners, which over time could be an important factor of pressure on the lira. Moreover, the strengthening of the balance of payments remains fragile, because it was mainly attributable to a reduction in imports, not a rise in exports, and commodity prices and a depreciation in the dollar.

Finally, the report underlines that the reduction in the government deficit/GDP ratio was mainly attributable to the reduction in interest rates, and that despite this fall in this ratio, the volume of public debt is more than 88 per cent of GDP and is continuing to grow faster than GDP.

The OECD report was drafted well before the latest Italian government economic package, but it specifically warns against the two main ingredients of that package: an increase in taxation and an increase in interest rates.

"The fears expressed in last year's report, that the increase

in oil tax receipts might delay the process of reducing government expenditure have partly materialised. There is a danger that efforts to restore budget equilibrium may again involve increasing receipts rather than reducing expenditure."

"The objective of the Government's medium-term fiscal programme is to eliminate the deficit by 1990. This would require that the deficit/GDP ratio continue to fall by an average of 1.5 points a year. But even if this objective were achieved, it would not stop the debt/GDP ratio from rising as long as nominal effective interest rates remain higher than the rate of nominal GDP growth... Unless (the authorities) are successful in stabilising or even reducing this ratio, the medium-term objectives of stable money supply growth, reduced tax pressure and brisk investment growth will be difficult to achieve."

Moreover, the OECD forecasts that Italy's economic problems may be made worse by the liberalisation of the foreign exchange markets.

"The prospect of European financial integration in 1992, and the increased mobility of capital that will ensue, make it more than ever necessary for Italy to narrow its inflation differential with its partners in the EMS, and also its public deficit."

"Falling this, the only way for Italy to limit the risks of exchange market speculation against the lira would be either to persist with high real interest rates, or to relax its exchange policy. Because of the public debt size, there would be a high cost attaching to the first solution, while the second would certainly rekindle inflationary expectations and could well have the effect of slowing the restructuring of the economy."

"Solving these difficulties will involve implementing a medium-term economic policy strategy. This latter must be based on the political determination to control public spending with the object of stabilising or even reducing the debt/GDP ratio."

## Yugoslav PM breaks silence

BY ALEKSANDAR LEBEL IN BELGRADE

THE AGROKOMERC scandal cannot be denied, Mr Branko Mikulic, the Yugoslav Prime Minister, said in an interview with the Tanjug news agency released yesterday.

Agrokompromer, under the leadership of Mr Fikret Abdic, had financed its many agricultural and industrial projects by issuing promissory notes to a value of 220bn Dinars (£181m) which it has no possibility of repaying.

Yugoslavs have been waiting for some weeks for Mr Mikulic to speak up about the case. A number of politicians, particularly from Bosnia, have been found to be involved in the case.

The Federal Government as a collective body had condemned the scandal earlier, but Mr Mikulic had kept silent until yesterday. The Prime Minister would not confirm or deny any knowledge of what had been going on in Agrokompromer. He confirmed what has been public knowledge, that others have not the same thing as that company. He also confirmed that public prosecutors, courts, banks, the public auditing service and other institutions had been influenced by local authorities and individuals and had not enforced the law and other regulations.

What had happened, he added, should show Yugoslavs

that in the future breaking the law, appropriating other people's income and failures in development and investment policy would not be tolerated. "We are passing a big test and finishing a big school in the case of Agrokompromer. Unfortunately, the tuition and examination fee is very high in every respect," he said. He promised to change and tighten legislation where necessary and impose strict legal and financial discipline.

Mr Mikulic was uncommittal about the future Agrokompromer and its 18,000 employees, saying only that any solution must be within the law and existing policies.

## Romanian export drive

BY JUDY DEMPSEY IN VIENNA

ROMANIA must give priority to exports and export production, and any shortfalls in these areas must be overcome, President Nicolae Ceausescu said at a meeting of the Communist Party's executive political committee last week.

The drive to increase exports is part of the Romanian authorities' economic strategy to reduce its hard currency debt, estimated at \$5.8bn at the end of last year, half the level of 1981.

Mr Ceausescu's speech was made a day after he had held a working meeting with officials in the agricultural sector in which he said the cereal crop was below the 1987 plan, but was 25 per cent higher than last year's harvest, which

totaled over 30m tonnes.

He told officials that "the people's fine supply of food would be secured," in spite of his subsequent calls for higher exports. Romanians have faced severe food shortages over the past few years.

Meanwhile, during a session of the state council Mr Mihail Moraru, the Minister of Heavy Equipment, and Mr Richard Winter, the Minister for Wood, Industry and Construction Materials, were replaced "on health grounds."

The council also merged the ministries for chemical industry and petrochemicals, "for improved co-ordination, and set up new ministries for mines, oil and a central department for geology."

## Demirel takes over party

By David Barclay in Ankara

MR HUSAMETTIN CINDORUK, the chairman of the True Path Party, Turkey's third largest, ended yesterday's make way for Mr Süleyman Demirel, the former prime minister, to become party leader.

Mr Demirel led the Justice Party from 1965 until 1981 when it was closed down by the military.

Leaders of Turkey's two social democratic parties, yesterday each appealed to the other to unite under its own banner. Mr Bulent Ecevit, the former prime minister, and Prof Erdal Inonu, the opposition leader, issued simultaneous but apparently irreconcilable calls to each other.

## Bonn policy seen as key to Schmidt release

THE RELEASE of Mr Alfred Schmidt, the West German hostage, after Syrian and Iranian intervention, West Germany's policy towards Damascus and Tehran but must have been won with concessions, diplomats said yesterday, Reuters reports from Bonn.

As Mr Schmidt, 47, returned to West Germany eight months after he was abducted in Beirut, Bonn thanked Iran and Syria for their help and urged them to do all they could to free a second hostage, Mr Rudolf Cordes, 53.

West Germany has trodden carefully with the two powerful Middle Eastern countries while most of its Western allies have seen their rela-

tions — and influence there — plummet.

Throughout the crisis, Bonn has been keen to cut out any deal with the kidnappers but lobbied Iran and Syria behind the scenes.

"The Germans understand very well that you can't do anything in Lebanon without the Syrians," said one diplomat from a neutral country who spent several years in the area.

The Syrians have a lot of clout with the various factions in Beirut, Iran less so, but it still plays a role," he added.

West German officials are saying nothing for fear of jeopardising Mr Cordes' release. There has been no sign of him for several months although the group claiming to hold

him have said he could soon be free.

Twenty-seven foreigners kidnapped in Beirut are still being held, among them nine Americans, seven French people, three Britons and three Iranians.

Mr Schmidt, a technician for the electronics firm Siemens, and Mr Cordes, Lebanon manager for the Hoechst chemical company, were seized days after police in Frankfurt arrested a Lebanese terrorist suspect, Mr Mohamed Ali Hamadei.

Mr Hamadei was accused of complicity in the 1985 hijacking of Beirut of a US airliner, in which an American was shot in the head and his body thrown out to the airport tarmac.

Most experts believe the group, the Freedom Strugglers, are linked

to the Iranian-backed Hizbollah (Party of God) and led by one of Hamadei's brothers, Mr Abdel Hadid.

The kidnappers have demanded Mr Hamadei's release. Bonn refused to extradite him to stand trial in the US, charging him with murder and air piracy.

West Germany is holding another Hamadei brother, Mr Ali Abbas, arrested in Frankfurt in January and charged with involvement in the abductions of Mr Schmidt and Mr Cordes. Ali Abbas is a naturalised West German.

Both the government and Siemens denied reports yesterday that a ransom was paid to secure Mr Schmidt's release. Bonn insists that it was unconditional.

Many diplomats and commentators, however, doubt this.

"They must have given something," one Western diplomat said. "If they really didn't, then the German policy will really have been vindicated. If it promised further improvement in relations with Syria, then that's understandable."

"But if a ransom has been paid by Schmidt's firm with the connivance of the Government, or, worse still, by the Government itself, then it's a policy of capitulation," he added.

One diplomat suggested Bonn might have promised to resume development aid for Syria, allowing the sale of new technology and granting of new credits.

The aid freeze was one of several steps taken as a gesture of solidar-

ity with Britain which alleged that Syria's embassy in London was organising terrorist acts.

Earlier this year, West Germany sent a new ambassador to Damascus and unblocked other trade deals as relations between the countries improved.

West Germany also has good relations with Iran at a time when the US and France have severed links and Bahrain has cut its ties to the minimum.

But diplomats and commentators doubt whether Bonn could yield concessions on the Hamadeis — even if it wanted to.

"The Americans would be furious if the Germans pardoned Hamadei or gave him a lenient sentence," one diplomat said.

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## Iceland agrees to talks with US over bitter whaling dispute

ICELAND yesterday said it would agree to a request from President Ronald Reagan of the US for a high-level meeting to try to defuse a bitter whaling dispute threatening to damage relations between the two Nato allies, Reuters reports from Reykjavik.

"The row has reached a very serious stage," Mr Steingrímur Hermannsson, the Foreign Minister said. The Government had agreed to a suggestion from Mr Reagan that senior US and Icelandic officials meet quickly to solve the problem.

"A nation that compels us to do what we don't want to do can hardly

be a friendly nation," Mr Hermannsson said on television on Monday, referring to the US.

The dispute concerns Iceland's September 1 decision to resume whaling-hunting for scientific purposes in defiance of official US warnings that the move could lead to trade sanctions.

The sanctions threat has soured relations with Washington and encouraged anti-Americanism in this island of 240,000 people that plays a key role in Western defence.

Iceland, the only unarmed member of Nato, relies solely on 3,000

US servicemen stationed at the Keflavik base to provide its defence. The base is located at the heart of Nato's system for monitoring Soviet submarine movements in the North Atlantic.

Mr Hermannsson recently said he favoured limiting building work at the Keflavik base, as had been the case under leftist governments in the 1970s and early 1980s. New work began only when a centre-right coalition took power in 1983.

The Foreign Minister said Iceland had received a letter from Mr Reagan suggesting a meeting, but declined to give details. Iceland had

replied that it wanted to meet the Americans in an unnamed third country — a highly unusual move.

Mr Hermannsson said he expected to meet Mr George Shultz, the US Secretary of State, or a senior aide today or Thursday.

US officials warned Iceland earlier this summer that it faced being certified by the US Department of Commerce as a nation violating international whale conservation efforts if the islanders went ahead with their whaling programme.

If this happened, Mr Reagan would be forced to impose trade

sanctions against Iceland. Diplomatic sources said both the US State Department and the Pentagon were lobbying to avoid Iceland being certified by the Commerce Department.

Iceland says its whaling programme is purely scientific and aims to prove that whales are not in danger of extinction — contrary to what conservationists say.

When Iceland announced the resumption of whale hunting on September 1 the Government set the catch at 20 whales — half the original quota in an apparent bid to appease US opposition.

## FINANCIAL TIMES

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## Botha says all sides felt gain from swap deal

By ANTHONY ROBINSON in JOHANNESBURG

MR PIK BOTHA, the South African Foreign Minister, said Gen Magnus Malan, the Defence Minister, bathed in the reflected glory from Monday night's successful four-way prisoner swap at Maputo Airport as the Cape Town parliament yesterday debated the foreign affairs budget.

President P.W. Botha, credited by the Foreign Minister as the man who authorised the no-holds-barred attempt to secure the release from Angola of the captured South African commando officer, Major Wynand Du Toit also assured recognition of his role by meeting the returned Du Toit family before the state-run television cameras.

In the parliamentary debate, the Foreign Minister said the swap succeeded because all parties had felt they gained by the arrangement.

Major Du Toit was freed in return for the release of 133 Angolan soldiers captured by the rebel Unita movement. Mr. Kias de Jonge, a Dutchman alleged to have supplied guns to the outlawed African National Congress (ANC), and Mr. Pieter Andre Albertini, a French national jailed by Ciskei for refusing to testify in a "terrorist" trial.

He said the swap had wider domestic and regional significance because it showed that agreements

could be reached provided there was "a balance of interests".

South Africa was "big enough to work out a package from which everyone involved feels they gain. But we can't negotiate with those who are not interested in sharing power and only want to take over power."

He rejected the suggestion by Mr. Colin Eglin, leader of the Liberal Progressive Federal Party (FPF) of a linkage between the freeing of the prisoners and a possible release within South Africa of security prisoners, such as Mr. Nelson Mandela, the jailed ANC leader.

Despite President Botha's earlier linkage between their release and that of Major Du Toit and two Soviet dissidents Pretoria now insists that the release of ANC and other security prisoners will be dictated by security and general political considerations as well as humanitarian grounds.

Gen. Malan welcomed the release of Major Du Toit and the successful outcome to the negotiations, which involved five governments and United Nations mediation. He said the swap had not altered "the basic realities".

These included "the massive Soviet build-up of arms in our region which far exceeds the need to fight civil wars".

## Kwangju welcomes favourite son Kim

By Maggie Ford in Kwangju

MR KIM DAE JUNG, the South Korean opposition politician, was yesterday left in no doubt by the people of his home province that he was their favourite son and their preferred candidate for president.

More than 250,000 people jammed the city of Kwangju to welcome Mr Kim on his first visit for 15 years. His motorcade was almost physically submerged by the emotional crowd, singing, dancing and cheering for their leader.

In front of the provincial government headquarters, symbol of the suppression of Kwangju citizens, who rose in rebellion against the military government of President Chun Doo Hwan in 1980, Mr Kim said that the spirit of that suffering was behind the drive for democracy in South Korea.

Observers believe that should Mr Kim stand as a presidential candidate in the election due in December and win, the result could be overturned by military intervention. But Mr Kim pledged that "dictatorship cannot be forgiven, but dictators can."

He said that when he was sentenced to death by the Chun government for alleged sedition related to the uprising he had felt that no retaliation should take place.

Mr Kim was last night seeking the opinion of provincial community leaders about his future. Church and political activists are understood to be divided about whether he or Mr Kim Young Sam, his rival, should be the opposition presidential candidate.

Underlining attempts to show unity in the opposition Mr Kim was accompanied on his trip by the vice president of the opposition party who is a supporter of Mr Kim Young Sam.

In a sign of ruling party efforts to push towards democratic change, few police were deployed in Kwangju yesterday, in startling contrast to last May when public commemorations of the anniversary of the uprising were violently blanketed in teargas. After a day of triumph Mr Kim is to continue his tour to an offshore island where he was born where the welcome from villagers is expected to be even more fervent.

## Singapore ban on Economist correspondent

By Roger Matthews in Singapore

THE Economist newspaper has become the latest foreign publication to fall foul of the Singapore government.

Mr John Andrews, the newspaper's South East Asia correspondent who is based in Singapore, has been told that he has been banned from access to any government official.

Mr Andrews was informed that the decision, apparently by the Cabinet, was in reaction to an article published in the Economist's confidential newsletter, Foreign Report.

The article discussed government thinking behind recent arrests of alleged Marxists in Singapore.

Mr Andrews said yesterday: "I think the government has misread the article."

## OVERSEAS NEWS

### Joan Wucher King reports on recent successes for President Habre in Chad conflict

## Satisfying view of the war from N'Djamena

COLONEL Muammar Gaddafi of Libya has watched his troops suffer a series of military setbacks in Chad since January and last weekend suffered the indignity of an invasion by the poorly-equipped and smaller Chadian army.

These Libyan reverses have brought Tripoli into conflict with France, which on Monday shot down a Libyan Tupolev 22 bomber on a raid over Chad's capital, N'Djamena.

The view from N'Djamena must be satisfying. Chad's President Hissene Habre has succeeded in ridding his country of Libyan troops and challenging their control of the Aozou Strip which borders Libya on the north. In addition his domestic political opposition has fallen away and he is slowly gaining US support to replace what has increasingly been seen as an ambivalent French attitude towards his military adventuring against Libya.

France remains committed to President Habre's defence but has repeatedly made clear both internationally and to the president that it will not back his attempts to retake Aozou, which Chad held for a short while last month.

It is also equivocal about military involvement north of the 16th parallel, the de facto air corridor and the absence of an independent air defence system. The French-operated Sparrowhawk system was responsible for the downing of

The Chad government has claimed that its forces killed over 1,700 Libyan troops and captured another 512 soldiers, including 3 East European advisers when its troops launched the weekend attack on the Libyan airbase at Maatan al-Sarra.

Twenty-two Libyan aircraft were also destroyed during the attack on the base, including 3 Soviet MIG 23s, 1 Mig 24 combat helicopter, and 4

expulsion earlier this year.

Washington has been sending conflicting signals about its attitudes towards the Chad conflict. Over the weekend, a State Department spokesman said the US viewed Chad as France's responsibility. However, President Habre was

accorded a warm welcome during his trip to Washington last June. President Ronald Reagan promised to secure a \$50m arms package for N'Djamena, and his administration last week sent two plane-loads of weapons to Chad.

There were reports this week that the US was considering sending Stinger anti-aircraft missiles to Chad. Chad's main military weakness with regard to the Libyans has been its lack of air cover and the absence of an independent air defence system. The French-operated Sparrowhawk system was responsible for the downing of

French Mirages, it claimed. Destruction of these aircraft was one of the prime objectives of the Chadian strike on the base, which aimed to hamper Libya's capacity to mount deep penetration bombing raids into Chad.

If the figures given by the Chad government are correct, the base at Maatan al-Sarra has been completely disabled. Chadian troops have now withdrawn south of the border.

Chad has no attack aircraft of its own, and has fought the war so far with a mix of adapted Toyota land cruisers and a well-trained, highly flexible land force.

The air shipment last week from the US to Chad was a big one. The C-5 and three C-141 cargo aircraft, used to transport Mr Donald Kerr of the Institute of Strategic Studies, move a lot of small arms and ammunition and possibly some substantial items as well.

When President Habre visited Paris three weeks before his forces invaded Aozou in August, he was told the French would prefer that the status of the strip be placed before international arbitration rather than settled by force of arms. The fact that he chose the latter course suggests the Chadian president thinks he might at

least enjoy US support in his military efforts against Libya.

The arms supplies which reached N'Djamena from the US last week suggest this is the case. The involvement of the US, even in a supporting role, has greatly complicated France's defensive posture in Chad. Committed to the defence of the capital and the government, France finds itself in the firing line between a Libya determined to regain, at the least, its position in northern Chad and Chad's determination to hold all territory up to the Libyan border.

Vital to President Habre's success is the relatively quiescent state of the opposition in Chad. His main opponent, Chad's former President Goukouni Oueddei, broke with Libya last autumn and is in exile in Algiers. Mr Oueddei has criticised President Habre's actions in the Aozou Strip, arguing that he should concentrate on the vital task of rebuilding Chad's national consensus.

There have been reports that Mr Oueddei has been in contact with Libya, and if this breach is repaired, both Chad and France might face a radically different military situation in the north of the country.

France has already moved some of its aircraft closer to the 16th parallel so that it can better intercept Libyan jets headed for the Chadian capital. This will also enable France to respond more promptly to Libyan air attacks on Chadian military positions further north. In spite of its ambivalence about President Habre's recent military actions, France's hand is being to some extent forced by his unilateral actions.

There is no doubt Washington is delighted with the turn of events in the region. Colonel Gaddafi is high on its list of unpopular rulers. An embarrassingly poor military performance which keeps him tied to his own borders aids Washington's efforts to keep the Colonel isolated and on the defensive.

Washington was never entirely satisfied with the 1984 agreement between France and Libya, mainly because it failed to get Libyan troops out of a country which shares a common border with Sudan. It tended to see the Libyans as responsible for the internal disturbances in Sudan which preceded the coup there in April.

With northern Chad cleared of Libyan troops, and President Habre's forces challenging their position in the border regions, Washington has achieved a policy of containment.

France, however, will face a new challenge to its military position in Libya should the colonel elect to press back into Chad in the same way that nearly brought him victory in 1983.

## Japanese growth 'set to reach 3% this year'

By PHILIP STEPHENS, ECONOMICS CORRESPONDENT

JAPAN'S ECONOMY has at last begun to move in a positive and sustainable direction but "relentless efforts" would be needed over the medium term to cut the huge trade surplus, one of the country's leading economists said.

Mr Isamu Miyazaki, chairman of Daiwa Securities Research Institute, said the immediate prospects for the economy appeared relatively bright. The

pace of growth had picked up and was likely to reach 3 per cent in the current year, while the country's trade surplus was expected to fall by \$10bn.

But in a speech at a Daiwa conference in London he said that this improved performance did not hold out automatically the prospect of a sustained reduction in the trade imbalances between Japan and the US.

Mr Miyazaki, a former senior Finance Ministry official and a co-author of the Mayekawa report on structural reform of the Japanese economy, said the economy was not yet on a path of "autonomous" growth. "A solution to the (trade) problem has just begun to emerge but sustained efforts will be crucial," he said.

To ensure the process continued, the Tokyo government

needed to adopt two clear strategies: to maintain support for domestic demand in the economy through an expansionary fiscal stance and to ensure a much greater proportion of the benefits flowing from the Yen's appreciation were passed on to consumers.

Such a transfer of resources from the external to the domestic sector of the economy would help correct the "visibly in-

ferior" standards of living in Japan relative to that of its Western allies.

The focus of a more expansionary fiscal policy should be on improving the country's infrastructure and housing, while rationalisation of the distribution system and less government intervention in commodity markets would ensure that consumers benefited more from a higher Yen.

## Moscow tells Iran war should end quickly

THE SOVIET Foreign Minister, Mr Eduard Shevardnadze, yesterday told a senior visiting Iranian official that Moscow believed the Gulf war should end as soon as possible, Reuters reports from Moscow.

Mr Gennady Gerasimov, the Soviet spokesman on foreign affairs, said Mr Shevardnadze had made the point to Mr Mohammad Larjani, Iran's Deputy Foreign Minister, who arrived in Moscow on Monday to discuss the Gulf war.

The Soviet side stressed the urgent need for the speedy end to the Iran-Iraq war. Mr Gerasimov said, "We are for a just settlement of the Iran-Iraq conflict by political means on the basis of United Nations Security Council resolution 598." The resolution, passed in July, calls for an immediate ceasefire in the seven-year-old war.

Mr Gerasimov said Moscow believed much would depend on a visit that Iran has proposed. Mr Javier Paredes de Cuellar, the UN Secretary-

General, should make to Tehran.

The Soviet Union is officially neutral in the Gulf war but supplies arms to Iraq. The Kremlin has sought, however, to make contacts with Iran in the past year and Mr Larjani's visit to Moscow is his second in two months.

Mr Gerasimov said an Arab League delegation including its Secretary-General, Mr Cheddi Kibbi, was due to arrive in Moscow.

Yesterday Sheikh Sabah al-Ahmed al-Sabah, the Kuwaiti Foreign Minister, left for Moscow after holding talks with King Hussein of Jordan on the Iran-Iraq war. The King is understood to have resumed Jordan's support for Kuwait against threats from Iran.

Iran said yesterday a sixth Iranian diplomat and his family had been ordered to leave Kuwait amid rising tensions between the Arab state and the Islamic republic.

## Hong Kong court renews ban on Spycatcher

By DAVID DOWELL in HONG KONG

HONG KONG'S appeal court yesterday restored an injunction banning the Sunday Morning Post, the Territory's leading English language Sunday newspaper, from publishing extracts from Mr Peter Wright's controversial book Spycatcher.

However, Mr John Dux, the Sunday Post's editor, said after consultation with lawyers that the newspaper would be seeking leave to appeal to the Privy

Council in London. The Court of Appeal will decide in about a week whether this will be allowed.

The appeal judges' two-to-one majority in favour of restoring the injunction comes two weeks after Mr Justice Barnett ruled in the Hong Kong High Court that a British Law Lords decision that newspapers could not publish extracts from the book "could not be applied to Hong Kong."

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# The dynamo that moves turbines

**T**wenty years ago a young British engineer took a small company, sales only half a million or so, and grew the business, not the ten or dozen times he had in mind, but 200-fold. Here in an interview with **Robert Heller** he looks forward to the next ten years. It reads like a classic success story of a new entrepreneurial era.

**T**HE facts and figures fit the entrepreneurial mythology, but not the ownership: Kelvin Bray and his team have built Ruston Gas Turbines inside the General Electric Company.

It wasn't originally GEC's idea. A Cambridge graduate, Bray chose to work for the then independent Ruston and Hornsby. His first important job was on the commercial side of the gas turbine division, a business which got the young Bray "quite excited" in the late sixties.

What Bray, an energetic enthusiast, still finds "very exciting" includes variety, speed of movement, the fascinating lands where gas turbines sell, the "very tough time-scale" of orders for off-shore platforms and on-shore pipelines, the fact (above all) that the technology is "doing things that haven't been done many times before."

They were not, however, being done on much of a scale when English Electric bought Ruston and Hornsby in 1966: "at the edge of this rather fatty chop was a small kidney."

Two years later though, the acquirer was acquired in turn, and Bray and his "small kidney" found



Kelvin Bray O.B.E. Managing Director of Ruston Gas Turbines Limited.

Photography by Terry O'Neill.

themselves working for GEC. By chance, he had recently won a prize, a management course, which proved "good preparation" for the new environment.

Bray took cheerfully to the Weinstock regime of using ratios to describe the financial performance of the business. He was even more enthusiastic over GEC's response to his ambitious plan for the business: setting up an entirely new company, Ruston Gas Turbines Limited.

## "Ruston exports to 66 countries."

Bray arrived at the GEC headquarters armed with a presumptuous letterhead for his proposed company to find that he was "pushing at an open door." Separating independent businesses proved to be "the way they did it" at Stanhope Gate. Only one alteration was made to Bray's plans: the letterhead was changed from orange to blue, and blue it is today.

Little else is the same at Ruston Gas Turbines. The half-a-million pounds a year sales with which Bray started passed £100 million in the last financial year - although, when Bray originally talked about a possible £5 or £6 million turnover, there was disbelief.

What changed that to applause was the discovery of a "really ideal application." That ideal market sprang from the characteristics of gas turbines: they run for ever, need little maintenance, no cooling water, and run well on oilfield gas - then almost a waste product.

## "Every second gallon of petrol was pumped by a Ruston turbine somewhere."

To Bray and his colleagues at Ruston, that spelt oilfields, where fuel was as abundant as water was scarce. Customers like the Kuwait and Iraq Oil Companies agreed with him, and the business "just mushroomed from there."

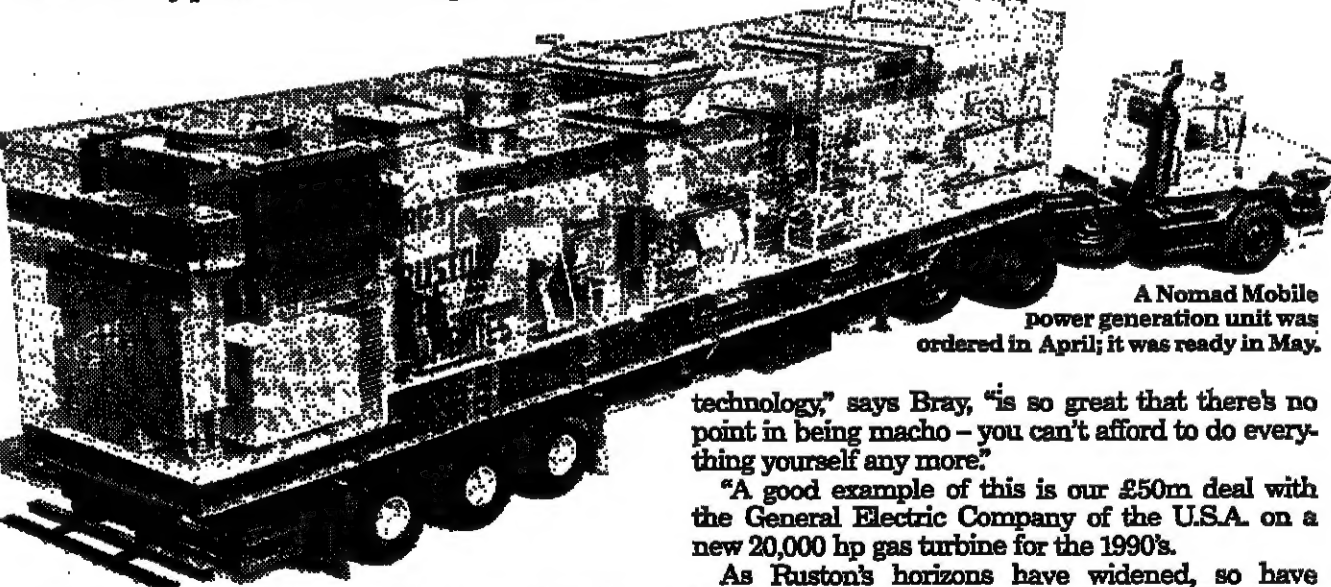
It grew to the extent that, so Bray can claim, "every second gallon of petrol you put in your car was pumped by a Ruston turbine somewhere." That isn't

One of four platforms in BP's Forties Field where Ruston gas turbines recently achieved two million running hours. Ruston is the largest single supplier of gas turbine power to the North Sea.

the same as saying that Ruston has half the market; but it does export 90% of its production to 66 countries, and has a good market position in almost every one of them.

**S**UCCESS was not just a question of technology, although that is very exacting: let a turbine run 10 centigrade degrees hotter, and you halve the life of a blade.

The excellent technology also has to be placed in rugged industrial packages that meet the customer's needs - recognising, for example, the obvious fact that Kuwait will pose sand and heat problems, and that at the other end of the scale Alaska has icy permafrost and a unique remoteness.



A Nomad Mobile power generation unit was ordered in April; it was ready in May.

The ruggedness is accompanied nowadays by much increased sophistication, notably in automated controls. Bray's Lincoln factory is in a county whose strong RAF presence means a continuous supply of the right electronic skills.

Bray drew on this pool to create Rustronic and to develop the company's "full authority microprocessor based, digital control system," with its own language. The result is a "powerful means of selling the whole box of tricks with an engine."

As Bray notes, this extra work is "one way of weathering recent problems" - referring to the impact of plunging prices in the oil and gas industry, previously Ruston's main customer.

Lower fuel prices, however, enlarge power-generation markets - from cogeneration in the USA to combined cycle in Bangladesh and including Ruston "Nomad" mobiles for "power in a hurry." New customers outside oil and gas form one part of Bray's strategy. Others are a wider engine range and, where appropriate, bringing more and more of the engine in house "everything down the middle - all the clever bits" with warming financial results.

Once, the electrical connections of an engine only required "two little sketches": now it's 29 complex drawings, for which computer aided design is essential.

That is only one of the changes that have helped to make Bray's relatively young company an utterly different business; no longer just an engine builder, but an engineering contractor whose products and systems, selling for anything from half a million pounds to £30 million, are themselves changing, and doing so "faster than ever before."

It was once unheard-of to "introduce two new machines at the same time." Now, Bray is simultaneously replacing both his breadwinners, the 2000 hp and 5000 hp turbines whilst continuing to support the current machines.

The business isn't only technology-driven, however: "Customers drive the business ultimately," and important customers take up much of Bray's own management time.

**N**OR are the customers far away when, in his other primary role, he's "making sure that we're working on the right technology," because "right" means saleable. The company has spent £150 million on achieving rightness since 1969.

Bray emphasises that the spending has to be placed in both products and manufacturing processes: "just put it in one and you're dead." The philosophy is one that Stanhope Gate swallowed with ease. Bray believes that GEC gives managers infinite freedom to succeed. "They've never said that to me, but that's what they seem to do." No doubt, Bray's "freedom to succeed" stems partly from success itself, and from personal instincts which chime well with corporate philosophy.

Bray emphasises that Ruston's success is a team affair. He has certainly built up a good team, but the new brought-on generation won't have to take over

## "We intend doing more in the next ten years than we did in the last twenty."

for a while. Bray, at 52, has plenty of ambitions for the rest of his career in a world that must change - and Ruston has prospered on change. It's obvious in the technology, especially that of remote control: today "you can dial STD to the Sahara and ask an engine what it's doing." Change is equally apparent in the need for overseas manu-

facture to satisfy markets like China.

Change is obvious, also, in the rising necessity for collaboration with other manufacturers: "the cost of

technology," says Bray, "is so great that there's no point in being macho - you can't afford to do everything yourself any more."

A good example of this is our £50m deal with the General Electric Company of the U.S.A. on a new 20,000 hp gas turbine for the 1990s.

As Ruston's horizons have widened, so have Bray's. As an "associate director" of GEC he is responsible, in a chairmanlike role, for nine other companies in the Engine Business Group, mostly making diesels.

But Ruston Gas Turbines plainly excites him as much as it did twenty years ago - and that includes its growth potential. "We intend doing more in the next ten years than we did in the last twenty years," he says.

Bray actually thinks it's quite dull of him to have stayed in one place so long. But successful entrepreneurs seldom stray far from their original enterprises, and there's good reason why they shouldn't: every business has its own tradecraft, and the business which combines the fruits of experience with the zest of change usually wins.

Robert Heller is Editorial Consultant to Management Today.

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## AMERICAN NEWS

## Reagan avoids clash on Bork nomination

BY STEWART FLEMING, US EDITOR, IN WASHINGTON

PRESIDENT Ronald Reagan, facing the challenge of trying to rally political support in the wake of the debilitating controversy over the Iran-Contra arms deals, put the looming battle over his nomination of Judge Robert Bork to the Supreme Court at the top of his agenda in a speech to Administration officials yesterday.

But Mr Reagan, following the White House strategy of trying to prevent opponents of the conservative Judge Bork from successfully portraying him as a

political extremist, avoided a confrontational tone on this and other issues with which Congress must deal in what promises to be one of the busiest congressional sessions of the presidency.

Mr Martin Fitzwater, the White House spokesman, yesterday dismissed reports that disgruntled conservatives in the Administration were deeply disturbed about the thrust of Administration policy in Central America and the prospects for securing from Congress renewed aid for the Contra rebels.

He suggested that the reports did not reflect the views of the President and his top officials.

While reiterating the Administration view that "the real issue" so far as Nicaragua is concerned is "peace and democracy in Central America and the national security of the US," Mr Fitzwater stressed that the President is committed to the peace process under way in Central America and is working with Mr Jim Wright, the Democratic Speaker of the House, on US policy there.

Congress reconvenes after the four-week summer holiday today. The Democrats, who are in control of both the Senate and the House, are determined to build on what they see as their success in keeping the President on the defensive so far in 1987.

They are aware that some of Mr Reagan's Republican supporters have been urging the weakened President to be more pragmatic in his dealings with the Democratic leadership and more conscious of the

importance of building support for Republican positions as next year's presidential and congressional elections approach.

One unresolved issue is the final shape of the federal budget for 1988. Even though the next fiscal year begins on October 1, the federal government's authority to borrow expires on September 23 and the budget deficit is widely expected to begin rising again towards \$200bn in 1989 after a sharp fall this year.

## US output shows faster growth

By Nancy Dunne in Washington

THE US economy expanded in August with production growing at a higher rate than in the previous three months, according to a report released yesterday by the National Association of Purchasing Managers.

The report, based on a survey of 250 corporate managers, put its monthly indicator of future economic growth at 58.9 per cent, up from 58.2 per cent in July. The association, which considers that a reading above 50 per cent indicates that the economy is generally expanding, has issued an estimate of more than 50 per cent for the past 13 months.

Mr Robert Bretz, chairman of the group's business survey committee, said: "Production was exceptionally strong, considering the normal seasonal slowing, and appeared to be aided by some inventory build-up. The continued rise in new orders virtually assures an excellent third quarter."

## Ecuador plans talks with Paris Club

ECUADOR'S Finance Minister, Rodrigo Espinosa, said on Monday that he plans to meet Paris Club creditors on September 17 to discuss the country's external debt. Heater reports from Quito.

Mr Espinosa said the meeting was to discuss with the Paris Club in an informal way the refinancing of Ecuador's external debt.

He also said Ecuador would meet commercial bank creditors in New York in October to discuss the refinancing of Ecuador's debt to the banks.

## Venezuelan floods kill at least 100

AT LEAST 100 people died and thousands were left homeless after floods swept away homes and villages in central Venezuela over the weekend, Heater reports from Quito.

Heavy rain caused the Limon and Las Delicias rivers to overflow, creating a torrent of mud and water that enveloped outcrops of Maracay and the road north to Occure de La Costa.

A civil defence leader said rescuers had concentrated on evacuating survivors and that the death toll could rise to several hundred.

## Moscow's about-turn relieves oil crisis for Sandinistas

BY PETER FORD IN MANAGUA

IN A dramatic about-turn, the Soviet Union has saved Nicaragua from a threatened oil crisis by providing the Sandinista government with 100,000 tonnes of fuel.

President Mikhail Gorbachev's special envoy, Vadim Zagladin, announced the emergency offer in Managua on Monday after meeting Nicaraguan President Daniel Ortega.

Sandinista leaders had warned the country would run out of fuel by the end of August after earlier Soviet refusals to provide extra supplies.

Managua sought relief from Mexico, Venezuela, Libya and Iran over the past three months, but reportedly came away almost empty-handed.

The new Soviet supply will see Nicaragua through to the end of this year. Neither Mr Ortega nor Mr Zagladin clarified the terms of the deal, but the Sandinistas have traditionally bought Soviet oil with extremely long-term soft loans.

The Soviet Union will be providing Nicaragua with just over 50 per cent of its oil needs this year, Mr Ortega said.

Nicaragua's total needs are for 750,000 tons of oil this year.

Mr Zagladin, who delivered a message from Mr Gorbachev to Mr Ortega, also said he had invited the Nicaraguan President to the celebration in Moscow of the 70th anniversary of the Russian Revolution in November. Mr Ortega indicated he would accept the invitation.

Reports that Moscow had turned down Managua's earlier request for more than 300,000 tonnes of oil surfaced in May. The Soviet decision was seen mainly as a sign of their displeasure at Sandinista economic policies, especially at Managua's alleged mismanagement of Soviet aid.

Diplomats had also seen the move as a Soviet signal that Mr Gorbachev would not let Moscow's tight diplomatic and economic links with Managua—a prime US complaint—stand in the way of a superpower deal on arms control and other issues.

Mr Zagladin's announcement makes it clear, however, that Moscow is not prepared to abandon the Sandinistas.

## Castillo leads in Mexican opposition primary

BY LUCY CONGER IN MEXICO CITY

IN MEXICO'S first primary election, a pragmatic left-winger is leading the poll to select the opposition Mexican Socialist Party's candidate for presidential elections next July.

Preliminary returns from 20 per cent of the voting booths gave a 2-1 margin to former Mexican Workers Party leader Heberto Castillo, the least orthodox of the four candidates.

The PMS plebiscite, open to party members and non-members, is the most aggressive participatory method adopted by right and left opposition parties to select their presidential candidates. The Mexican Socialist Party, or PMS, was born of a fusion of the old Communist Party, the centre-left Mexican Workers Party and

smaller left-wing groups.

In the ruling Institutional Revolutionary Party the departing president usually chooses the official candidate who is virtually assured of victory. But for the first time ever, the PRI announced last month the six finalists, and allowed each presidential contender to give a speech televised nationwide in what party officials hail as a "democratic opening."

Despite the modest turnout of nearly 300,000 in a nation with more than 31m registered voters, PMS officials and voters at balloting tables in middle-class neighbourhoods said the unprecedented primary election was important because it could pave the way for political reform.

## Barbara Durr interviews Peru's President on the politics of bank nationalisation

## To govern must be to change, says Garcia

PERU'S MERCURIAL President Alan Garcia believes his proposal for bank nationalisation has moved the country further along the road towards the democratic socialist revolution he wants to lead.

Mr Garcia described the political importance of the measure for Peru in an interview with five foreign journalists.

The foremost achievement of the proposal, he said, was that after 36 days of intense, often acrimonious public debate, "there is a national consensus that the concentration of credit and of economic groups is bad."

"The measure may be criticised," he went on, "but now the question is whether nationalisation is the most appropriate step, not whether something should have been done to change Peru's economy."

The debate, the president proudly said, had taken place "in the most absolute climate of freedom of expression." Peru's press is extraordinarily free, ranging from pro-guerrilla daily papers to extreme right-wing news weeklies.

Mr Garcia's opposition was able to fill pages of newspapers with advertisements against the nationalisation and to buy ample television time. Pro-business publications dedicated much of their coverage to criticism of the measure and news programmes tirelessly featured the debate.

The president gave two reasons why this was crucial to Peru's still fragile democracy-in-the-making. "I believe that democracy is consciousness and consciousness can only be built when people choose from vari-

ous options and they can only choose when they hear different points of view. That is the exercise of freedom. I do not think you can impart democracy from above with an economic measure."

In addition, he recalled that the military had made a revolution in Peru in 1968, "but it was an economic revolution without freedom, without a free press, without political parties, without the Congress. That's worthless. There is no socialism without freedom. There is no revolution without democracy."

He is aware that the history of Latin America is littered with failed attempts at peaceful democratic revolution. However, he said success depended on "not falling into the trap of extremism." Just because bankers and businessmen responded angrily to the nationalisation, it did not mean that the government should raise the ante and nationalise more, he said.

Mr Garcia claimed his main economic motive for the nationalisation was to corner businessmen and force them to invest. Until he announced the measure, investment had not been securing at the pace needed. While the government had engineered high growth of 8.5 per cent in 1986, largely through salary increases, reduced taxes and interest rates and greater public spending, Mr Garcia was disappointed that not all the earnings from business were going to investment.

He said that many industrialists were putting their money into "narco-dollars" and that money was leaving the country. He estimated that capital flight using the pool of "narco-dollars" that flows into the country, ran to between



Alan Garcia: "No socialism without freedom"

\$600m and \$800m a year.

Mr Garcia said he hoped the businessmen who had become bankers would return to industry. "They are stupendous businessmen — bold, capable, intelligent — and private industry is an irreplaceable force for the development of a society," he said.

The president none the less stressed that the political importance of the measure went far beyond the economy. "Politics is not just to govern a country economically. Politics is to handle a country emotionally," he said.

On a large blackboard, the president drew a big circle at the bottom of what he said was the social pyramid. "There is a huge mass of people in this country who are extremely unsatisfied, and I could tell them that in 30 years Peru will have sufficient wealth to provide for all. Some will have faith and wait," he said, "but others will ask, 'Why do we have to take

the stairs when others (the wealthy) are taking the lift?'" "Peru is a powder-keg. I feel a social tension of enormous frustration that expresses itself in violence," Mr Garcia said. Obliquely explaining his often fiery populist rhetoric, he said it was politically important to reach psychologically the mass of angry and frustrated people. It was from them that the Sendero Luminoso guerrillas recruited easily, he said.

"How do you explain," he asked, using the case of one Sendero assassin, "why a woman of 16 years of age who needs a man develops a friendship with him for a month without knowing his name, is then introduced to another man who initiates her in the study of how to destroy the bourgeois state apparatus with Sendero Luminoso?"

"Some days later, this woman is taken to prove herself by killing someone. She doesn't know who gave the

order and she doesn't know who she is to kill."

The problem, according to President Garcia, was not Sendero Luminoso which gave the order, but the society that produced people who were willing to become terrorists.

He traced the history of the social division of Peru to the Spanish transfer in colonial times of the capital from Cusco, the Inca empire's central city in the highlands, to Lima on the coast.

"The Andean values, the skin colour, the culture, all were trampled by Lima," he said.

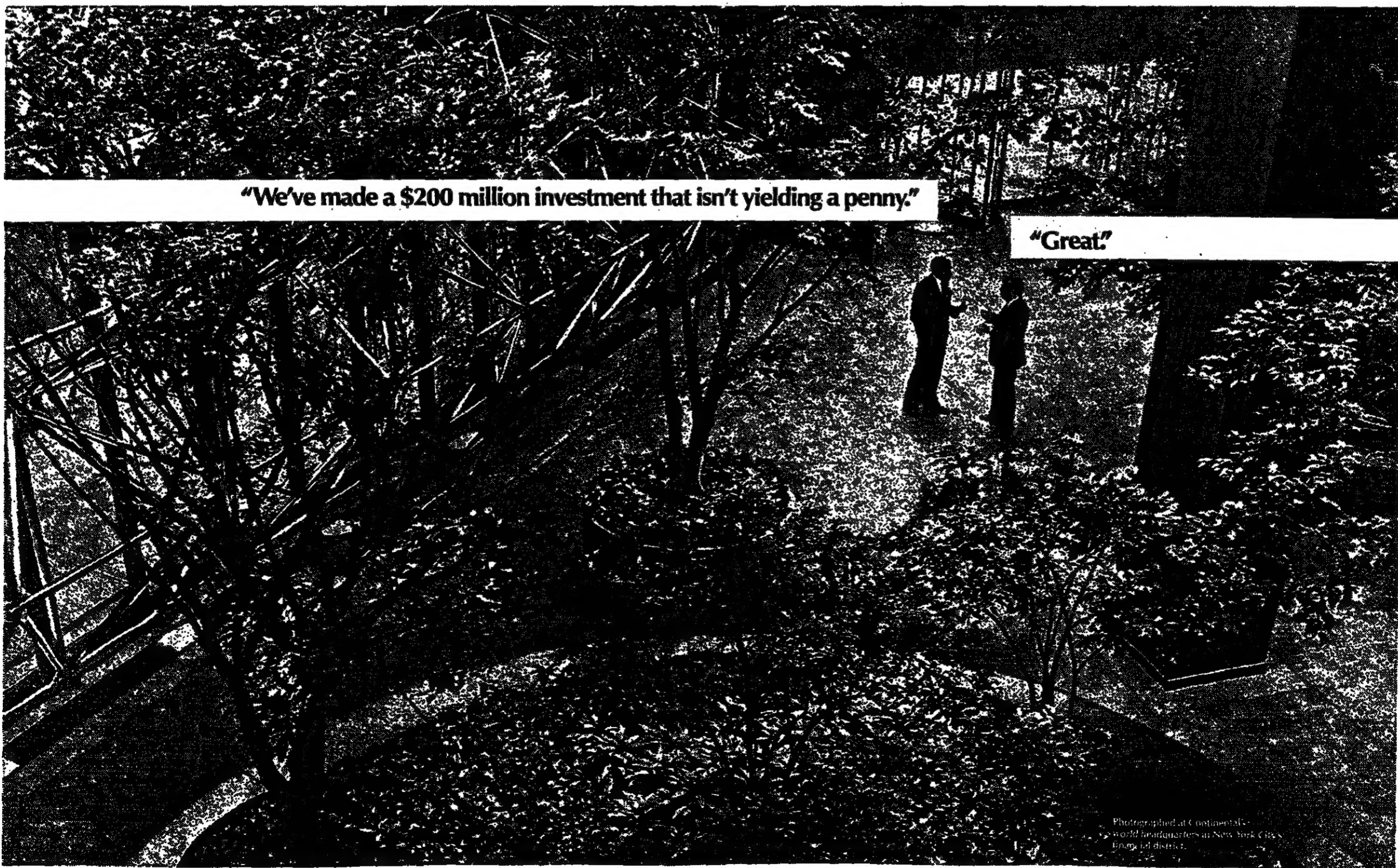
The result was depopulation of the highlands, and a massive migration towards Lima. In 1930 Lima had a population of 400,000. Now it is more than 20m.

Under the bank nationalisation plan he proposes that instead of a few powerful banks in Lima, the country should create a regional banking network. The regional banks would have 70 per cent private shareholding and 30 per cent state.

This dovetails with his proposal to divide the country into 12 regions, each of which would have its own government.

"The problem is that we have been growing with the same historical defects as always," Mr Garcia said. Lima had continued to over-centralise the country and "if the poor man could buy one shirt more per year, the dominating rich could count two industries more."

Leaning across the table, Mr Garcia throws his full 5ft 4in frame into the emphasis: "We don't believe that to govern and change a country is just to make it grow economically. We must change it, cutting down the social differences."



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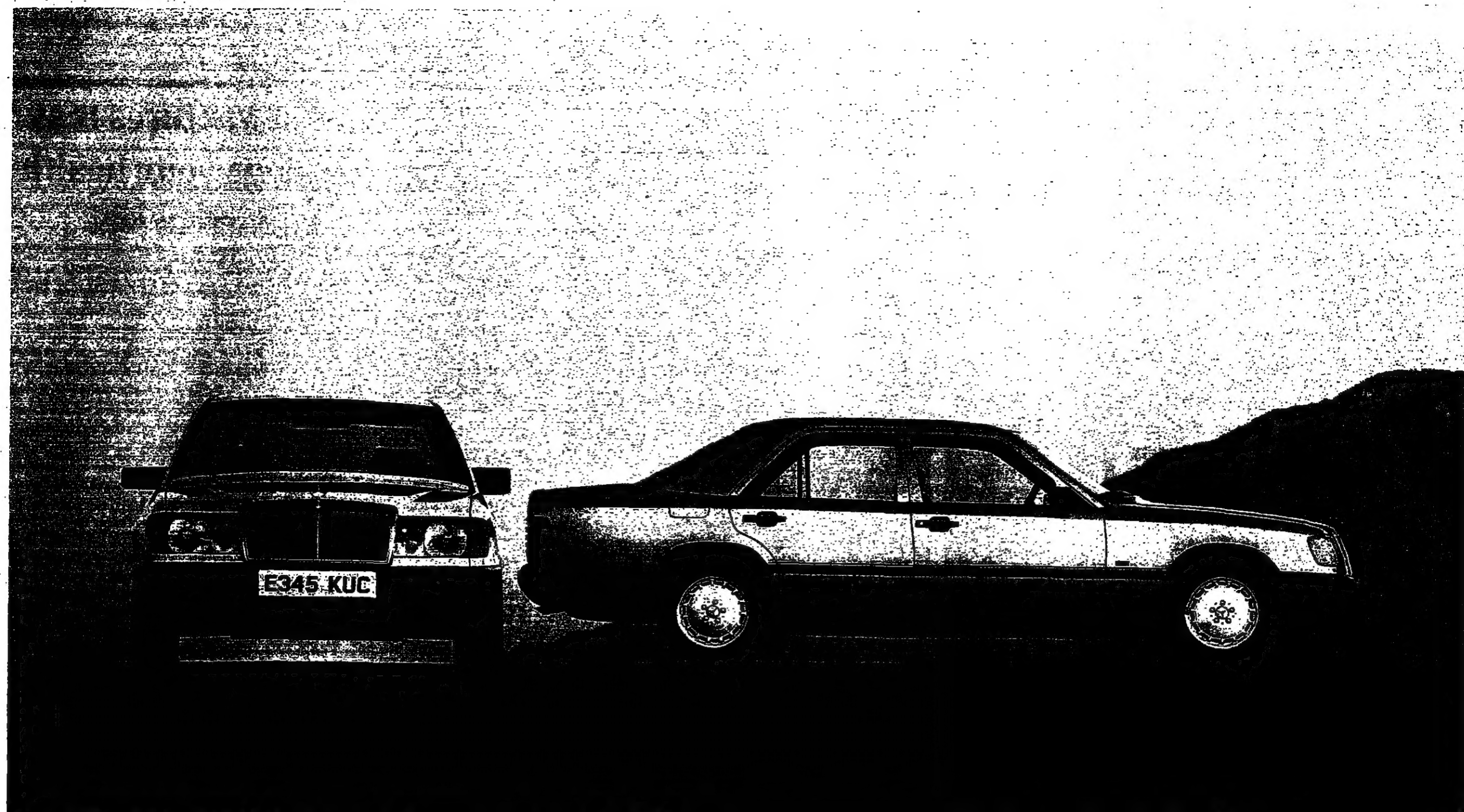
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## The Mercedes-Benz 200-300E series: Choose breathtaking performance or remarkable economy. Elegance is standard.

It was perhaps a formidable automotive engineering challenge to create a mid-size range of cars that was true to the Marque yet could meet diverse demands, from high mileage businessman to fast moving executive.

The Mercedes-Benz 200-300E series met the challenge. A range of six models, four petrol and two diesel, with a choice of engine sizes from two litres to three litres. Yet not one car in the range is a compromise. The shape and dimensions are shared but in six variations that can be precisely matched to individual needs and personal tastes.

Model	Engine Size (cc)	Number of Cylinders	Bhp (DIN)	0-62mph (secs)	Max mph	Standard Transmission	Mpg (litres/100km)		
							Urban	56mph	75mph
Petrol 200	1997	4	109	12.6	116	5 speed Manual	25.1 (11.2)	46.1 (6.1)	36.7 (7.7)
230E	2299	4	136	10.4	126	5 speed Manual	25.4 (11.1)	45.6 (6.2)	36.7 (7.7)
260E	2599	6	166	9.5	133	4 speed Automatic	22.8 (12.4)	34.4 (8.2)	28.5 (9.9)
300E	2962	6	188	8.2	139	4 speed Automatic	22.1 (12.8)	34.0 (8.3)	28.2 (10.0)
Diesel 250D	2497	5	90	16.5	109	5 speed Manual	31.7 (8.9)	52.3 (5.4)	40.4 (7.0)
300D	2996	6	109	13.7	118	5 speed Manual	28.8 (8.8)	52.3 (5.4)	40.4 (7.0)

Source: Manufacturer's Figures/Official Government Fuel Consumption Figures.

Each car is first and foremost an exercise in engineering excellence, designed to compete not simply against competitive makes but against much tougher rivals: the Mercedes-Benz models they replaced. These cars are lighter yet stronger and safer than their predecessors. They combine higher engine power and improved acceleration with considerably reduced fuel consumption.

As with every new generation Mercedes-Benz, these saloons were designed and developed during a nine-year programme. They demonstrate how more room can be created without an increase in size and how improved ergonomics can produce a better driving environment. The uncluttered outer skin forms an aerodynamically efficient shape, yet still retains the unmistakable and timeless Mercedes-Benz identity.

The 200-300E series demonstrates incredibly tenacious road-holding ability. A long wheelbase and wide track help, but it's mostly due to a revolutionary suspension system: shock-absorber struts, independent front suspension and the unique Mercedes-Benz multi-link independent rear suspension.

There are dual-circuit servo assisted disc brakes on all four wheels and on the 260E and 300E there's the additional security of ABS anti-lock braking as standard. Safety innovations include electronic tensioners for the front seat belts and pedals that swing away to limit the danger of injury to the driver's feet in the event of an accident.

Performance, handling, comfort and reliability are all fundamental to the 200-300E series. Timeless Mercedes-Benz styling, quality of finish and retained value give the cars their enviable reputation. A reputation unique to the name Mercedes-Benz.



Engineered like no other car in the world.



## MANAGEMENT

WHEN ICI bought the US paint giant Glidden from Hanson Trust last year for \$580m (then worth £390m) the price included a sum for synergy. The assumption was that the merger of two of the world's leading paint-makers would produce a new whole greater than the sum of the constituent parts.

Richard Stillwell, despatched from ICI Paints UK headquarters in Slough to be vice-president for planning and acquisitions in the Cleveland-based US operation, is in charge of the management of synergy in what - with global sales of more than £1.26bn - is now by far the world's biggest paintmaker.

He has a lot to achieve but will not say exactly how much in monetary terms. The value ICI put on synergy is secret - John Dumble, Glidden's president, fears that disclosure would give vital clues to competitors and companies targeted for acquisition about how ICI builds its negotiating position.

When pressed, Stillwell admits that the sum amounted to "tens of millions of dollars," which puts the value of synergy at between 3 and 15 per cent of the purchase price. Nine months into the takeover - or "marriage", as Herman Scopes, principal executive officer of ICI Paints, prefers to call it - what signs are there that the price was justified?

Stillwell says: "We have a number of identifiable projects - 70 or 80 are now under way in a variety of places."

They include using ICI expertise to speed up production of latex paint - which Glidden invented - and save \$400,000 a year straight off in the US. Savings are already five times better than expected in the bulk purchasing of feedstocks and materials. This is partly because the pooling of purchasing operations to increase clout and buying power was worth \$750,000 a year to another part of the ICI group in the US.

But it is in the pooling of market intelligence and trade secrets about high technology coatings that the really big gains are likely. Jinty Price, chemicals industry analyst with Barclays de Zoete Wedd, says that these are likely to be in high value added niches where considerable profits can be made. Cans - the things that beer, beverages and food come in - are a case in point.

Cans are coated inside and out. Inside, the coating is a thin lacquer which acts as an inert barrier against contamination between the can's contents and the metal of the can. Outside, the coating is mainly for identification and decoration.

In 1974 Glidden patented a water-based lacquer for the US beer and beverage market that no competitor has been able to match. The result is that it now has an 87 per cent share of a US

## ICI Paints

## Putting a lot of faith in synergy

Ian Hamilton Fazey examines the progress of the UK group's foray into the US



Howard Scopes (left) and John Dumble: really big gains are likely to come from the pooling of trade secrets on high tech coatings

"beer'n'bev" industry output of more than 70bn cans a year. ICI is no slouch in cans either, ranking as a world leader in lacquers based on organic solvents. These are used in the food industry, where they have proved themselves long term against the chemically aggressive tomato and mushroom. And it can cost the outside of cans too.

Combining the portfolios, and swapping secrets and know-how, will enable Glidden to use ICI's solvent-based lacquers to expand into food cans and decoration in the US, while ICI will be able to use Glidden's water-based lacquers to compete more widely in Europe and the rest of the world.

Stillwell says that this will profit Glidden by \$1.4m a year from 1989, the delay being caused by the time taken to get approvals from the US Food and Drug Administration.

On a global scale the ICI-Glidden marriage promises much more, however. Quintin Knight, who is Dumble's opposite number at Slough, has set a target for ICI to achieve a 40 per cent share of the total world market in can coatings.

ICI and Glidden each have about 25 per cent in their respective main markets of Eu-

rope and the US. Together, he believes that a global 38 per cent is realistic in the medium term and 40 per cent thereafter.

The two companies are also strong in ordinary decorative paint markets, both in do-it-yourself and in sales to the painting trade - ICI with Dulux and Glidden with its Spred brands. While branding and marketing will remain unchanged, products and technologies will be potentially interchangeable.

Each company has already targeted similar segments for technological attack in industrial markets, particularly the world's automotive industry. Together they stand to steal a march on competitors such as BASF and Hoechst of West Germany, Nippon and Kansai of Japan, and PPG, Dupont and Sherwin Williams of the US.

For example, the motor industry is under increasing regulatory pressure worldwide to cut down on emissions into the atmosphere of organic solvents from paint shops; such emission has been exacerbated by the public taste for "metallic" colours on cars.

To achieve this effect paint has to be thin - with little pigment in lots of solvent - so that

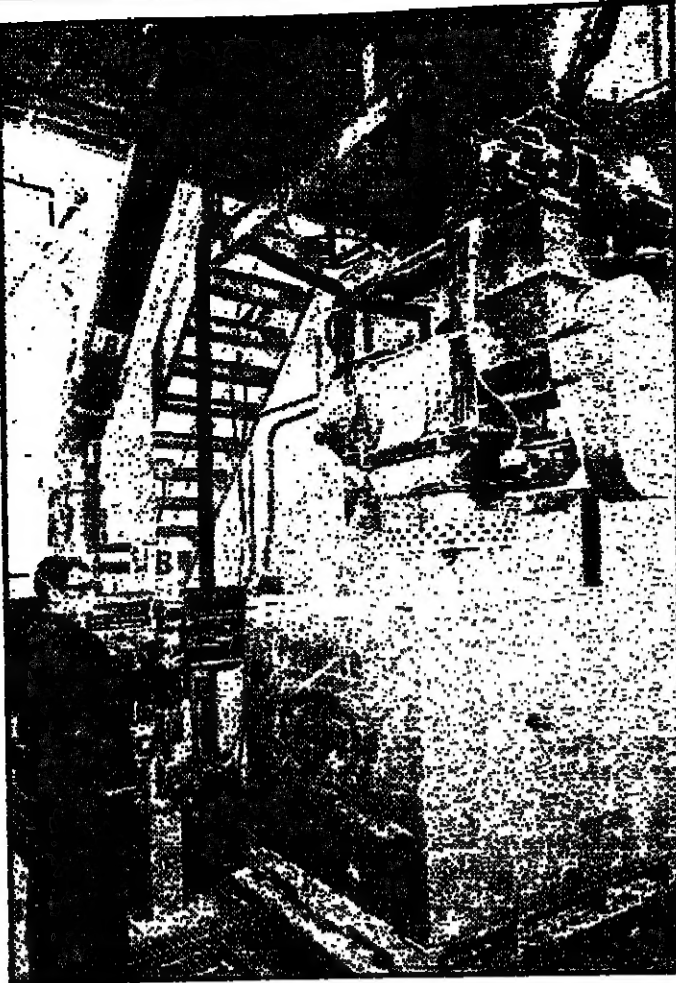
the aluminium particles which impart the sheen will lie flat in the coating. If they are crowded by the pigment they stand on end and the colour of the car "flips", changing shade as you walk round it.

ICI has developed a water-borne basecoat - Aquabase - that gets over part of the problem. Because the solvent is water there is no pollution as it is driven off during drying, but a transparent, glossy topcoat, made with an organic solvent, has then to be applied to provide final protection.

Glidden is now using its skills as the US market leader in powder coatings to solve the final part of the problem.

Powder paints contain no solvent at all - only pigment and resin. They are sprayed through an electrostatic field to pick up charge and, consequently, will deposit evenly on an earthed surface. They form into a normal-looking paint when heat is applied.

Using a Glidden powder coating to protect the ICI water-based coat still poses problems, however. The powder has to cure at a low enough temperature not to damage the coating it is supposed to protect, and, so far, the powder coatings are not hard or glossy enough.



acted appropriately. For a start the old ICI Paints Division has been scrapped. Instead it has been transformed into plain ICI Paints and is functioning as a stand-alone worldwide business in its own right.

Scopes heads it, with Dumble of Glidden, Knight of Slough, and John Danzeisen, another US citizen and previously with ICI Americas, as finance director. This four-man team is advised by an international council of senior managers to provide operational coherence across global boundaries.

Before the acquisition, ICI was the world's third largest paintmaker behind BASF and PPG but had little presence in the US. Buying Glidden - which Hanson had picked up when it won its bitter fight for SCM - brought it a company that was the world's seventh largest paintmaker and the US's third biggest.

In one swoop ICI Paints became biggest in the world and - unlike most of its competitors - a truly global business in markets where multinational manufacturers of things like cars and cans want global consistency from suppliers.

A year before, ICI had considered buying Immont, another US paintmaker, from United Technologies. It pulled out as the asking price rose, BASF emerging with the prize for Sibma - but Immont and BASF are both in markets too, so that fitted.

For little over half the price, ICI got Glidden. Dumble says: "We were very happy it was ICI. I have never seen a situation that has gone so smoothly. The fit of the organisations and the people in them has been admirable."

Scopes adds: "This is not the British Empire reborn. We have bought a very strong, very high quality paint company which is bigger than the old ICI Paints Division in Europe. It would be difficult to manage it in a hands-on way and we are not going to. It already has high quality, highly qualified management."

The quality is told in a single statistic - the US paint industry is growing at 2 per cent a year, while Glidden's growth has been an annual 9 per cent. Last year's sales were \$622m but are running 26 per cent up so far this year.

What will a little synergy do for that? More important, what will it do for ICI Paints worldwide?

Jinty Price's view is that "the figures that have come out so far show that Glidden is performing ahead of expectations. The big gap in ICI's world market was in the US. Glidden filled it and seems to be fitting with ICI very well indeed. What happens next is going to be very interesting."

## Joint ventures may damage your health

BY CHRISTOPHER LORENZ

COLLABORATORS beware! Corporate alliances may be ultra-fashionable these days, but before long your partner may attack you, disable you, or even eat you alive.

This salutary view of the dangers of joint ventures and "strategic alliances" between companies in Europe, the US and Japan, emerged last week from a meeting of international businessmen and academics at INSEAD, one of Europe's leading business schools.

The risks apply not only to alliances between Western and Japanese companies, but also to collaborations within Europe.

Several of the high technology alliances recently forged in Europe with EEC support "will face enormous management problems" when they move from joint research and development towards production, warned Professor Pedro Nueno of IESE, the Barcelona-based business school. Having studied 15 collaborative ventures with Oosterveld, a senior executive at Philips, the Dutch electronics multinational, Nueno said that troubles would arise over manufacturing and sales, "when bigger investment commitments need to be made".

Echoing a concern expressed repeatedly at the symposium by analysts of collaboration between Western and Japanese companies, Nueno pointed out that one of the partners in an alliance often has a "hidden agenda", objectives which go far beyond the formal aims of the alliance, and which in some cases completely contradict them. "It's difficult to write about these things," he said. "But people with experience tell you about them - such as their feeling that the alliance is an irrelevant field by a partner."

The idea of competing and collaborating sounds good, but some people have doubts where it's leading to, Nueno reported, referring to alliances where the partners collaborate on R & D, and later compete with each other.

Unplanned transfers of technology from one side to another would produce unexpected competitors for some unlucky partners, he forecast. Many European and temporary, while others would end in the takeover of one partner by the other.

Rejecting the so-called "win-win" theory of alliances - the idea that both sides in a relationship benefit - speaker after speaker at the three-day INSEAD symposium took a contrary view. Only within individual countries, or those with near-identical cultures, was "win-win" the case, suggested one executive from a leading multinational manufacturer.

In alliances between Western and Japanese companies, the Japanese have usually benefited most so far, claims Gary Hamel of the London Business School. In all but two of many such alliances studied by Hamel and his European and American co-researchers, he said, the Japanese had started out as the weaker partner, but ended as the stronger.

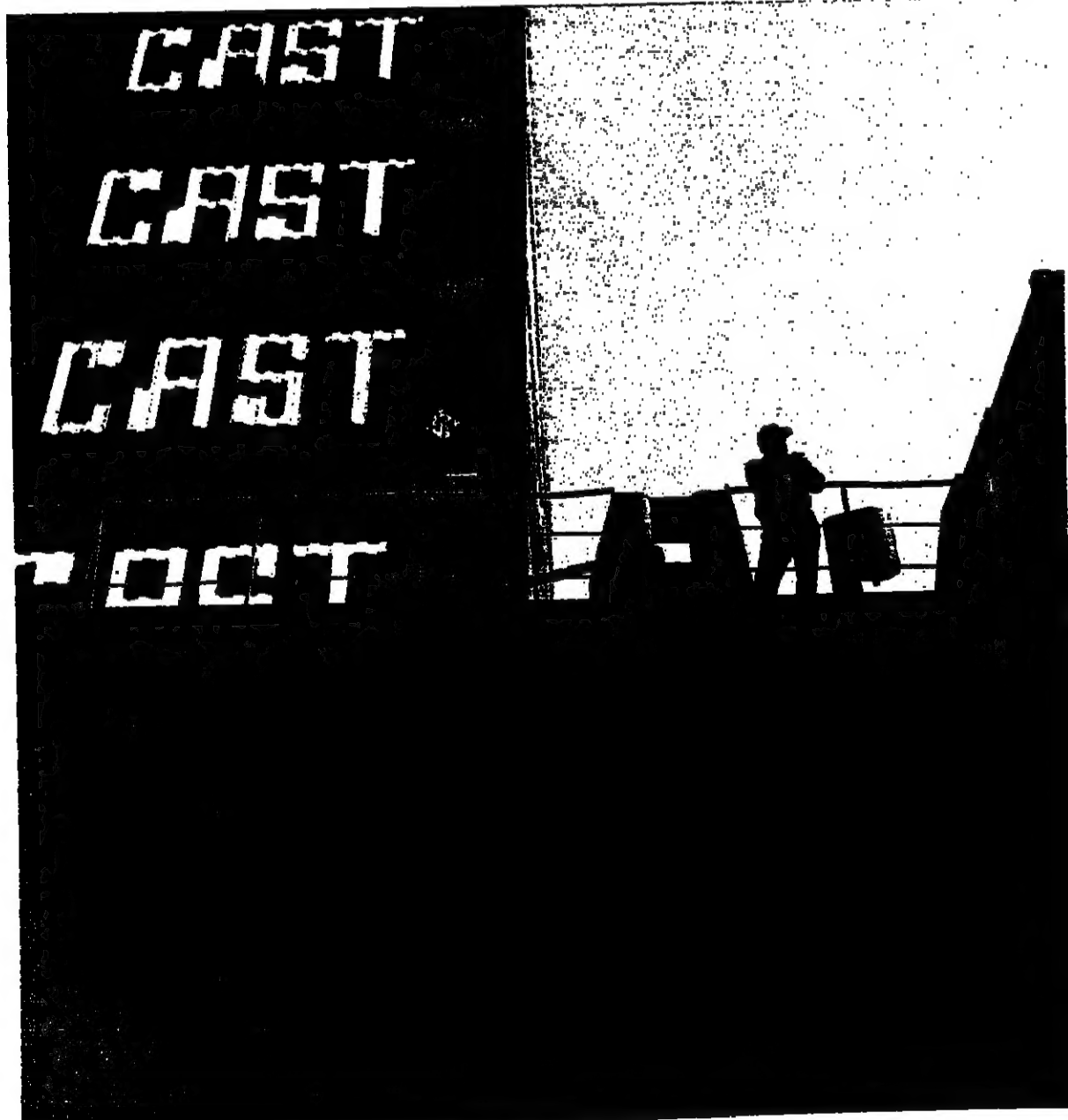
Among other factors, this was partly because of their more effective and far-sighted strategies, and partly because of their greater ability to absorb what they learned from their partner.

Professor Margaret Graham of Boston University suggested that in Western and Japanese alliances, most US companies sought Japanese partners for short-term and defensive reasons, while the Japanese were usually in search of some extra long-term competence, frequently in the form of access to new markets and distribution channels in the West.

In such situations, the Western quest for short-term profits was often the root problem, suggested Graham. "In many alliances the Western side is overwhelmingly concerned with overhead reduction, whereas the Japanese are prepared to invest heavily over long periods of time in skills and learning. So was America - in the past!"

This imbalance of attitudes to an alliance is particularly harmful to the Western partner when the Japanese side has a carefully planned "hidden agenda", argued another expert participant. "In its joint venture with Toyota to build small cars, General Motors is being headed off on a very dangerous tack. GM has learned the wrong message - that the Japanese succeed through low technology manufacture. In fact, Toyota has actually used the alliance to learn how to use advanced automation. As a result, GM is now moving in entirely the wrong direction."

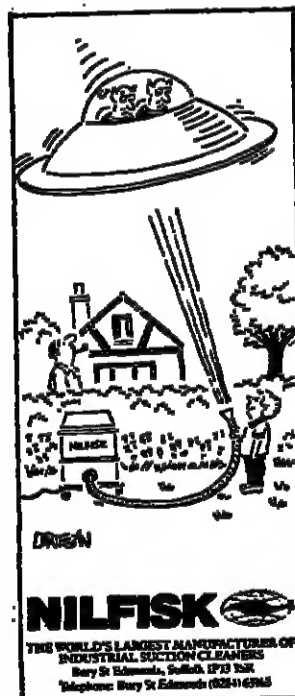
## Commitment.



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The Blue Box System of Container Shipping



## TDK CORPORATION (CDR)

The undersigned announces that as from 24th September 1987 at 10.00 hours at the TDK Corporation, 172, Amsterdam, Ave. 25 (located in the "Amsterdam" area of the CDR) TDK Corporation will be open to the public for the purpose of receiving applications for the CDR. The CDR will be open from 10.00 hours to 1.00 hours on the following dates: 24.09.87, 25.09.87, 26.09.87, 27.09.87, 28.09.87, 29.09.87, 30.09.87, 01.10.87, 02.10.87, 03.10.87, 04.10.87, 05.10.87, 06.10.87, 07.10.87, 08.10.87, 09.10.87, 10.10.87, 11.10.87, 12.10.87, 13.10.87, 14.10.87, 15.10.87, 16.10.87, 17.10.87, 18.10.87, 19.10.87, 20.10.87, 21.10.87, 22.10.87, 23.10.87, 24.10.87, 25.10.87, 26.10.87, 27.10.87, 28.10.87, 29.10.87, 30.10.87, 31.10.87, 01.11.87, 02.11.87, 03.11.87, 04.11.87, 05.11.87, 06.11.87, 07.11.87, 08.11.87, 09.11.87, 10.11.87, 11.11.87, 12.11.87, 13.11.87, 14.11.87, 15.11.87, 16.11.87, 17.11.87, 18.11.87, 19.11.87, 20.11.87, 21.11.87, 22.11.87, 23.11.87, 24.11.87, 25.11.87, 26.11.87, 27.11.87, 28.11.87, 29.11.87, 30.11.87, 01.12.87, 02.12.87, 03.12.87, 04.12.87, 05.12.87, 06.12.87, 07.12.87, 08.12.87, 09.12.87, 10.12.87, 11.12.87, 12.12.87, 13.12.87, 14.12.87, 15.12.87, 16.12.87, 17.12.87, 18.12.87, 19.12.87, 20.12.87, 21.12.87, 22.12.87, 23.12.87, 24.12.87, 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## APPOINTMENTS

## NatWest senior post

Mr Bill Barrow has been appointed deputy general manager of NATIONAL WESTMINSTER BANK'S domestic banking division. Since March he has been assistant general manager and was previously deputy regional director of the Manchester-based north region, and Birmingham area director.

NORBAIN ELECTRONICS has appointed Mr John Crouch as managing director of its systems engineering division. He was UK marketing manager of NCR's field engineering division.

Mr Roger Cooper, marketing director of IDEAL STANDARD, has been appointed sales and marketing director.

Mr Robin Hardy has been appointed creative director of ABBATT PHELPS TANOUS. He was senior designer at Broad Street Associates.

REED EXECUTIVE has appointed Mr Tony McBurnie and Mr Brian Ward Lillie as non-executive directors.

Mr Robert Butler has joined MOUNT STREET (HOLDINGS) as joint chief executive, based in Al-Khobar, Saudi Arabia. He was head of corporate banking, eastern province, The National Commercial Bank of Saudi Arabia.

Mr Lars U. Thomsen has been appointed managing director of DEN NORSKE CREDITBANK. He succeeds Mr Stein Wessel-Aas, who is returning to Norway to a senior post at head office in Oslo.

Mr Simon Brown has been appointed financial director of

WINDCANTON GROUPE, part of Unigate. He was finance director of Arlington Motor Holdings.

TR INTERNATIONAL (CHEMICALS), a Simon Engineering company, has appointed Mr Andrew Jakeway as deputy to marketing director Mr Martin Hayman. He joins the company in mid-September from ICI.

Mr William Davis has been appointed chairman of BRITISH MAGAZINE PUBLISHING CORPORATION (part of BPCC). He remains chairman of recently acquired Headway. Mr Martin Vernon, former advertising director of the London Daily News, takes over managing director of Headway. Mr Bob Forrester, currently managing director, is leaving at his own request.



Mr Philip H. Swatman, director of corporate finance at Chase Property Holdings

CHASE PROPERTY HOLDINGS has appointed Mr Philip H. Swatman to a newly-created post on the board as director

of corporate finance. He is an executive director of corporate finance at N. M. Rothschild & Sons.

Mr Michael Freeman has been elected to the board of ADDITIONAL UNDERWRITING AGENCIES (No 4), a wholly-owned subsidiary of the Corporation of Lloyd's. He is a director of Newgreen (Underwriting Agencies) and Castle Underwriting Agents. AUA is the substitute agent established by Lloyd's to manage the affairs of members of the former PCW syndicates.

Dr Colin Dennis has been appointed director general designate of CAMDEN FOOD PRESERVATION RESEARCH ASSOCIATION. He will succeed the present director general Mr Kenneth Dudley on his retirement next April. Dr Dennis was head of the Association's food technology division.

At ASSOCIATED NEWS-PAPERS HOLDINGS, Mr R. M. P. Shields, managing director, becomes deputy chairman and Mr C. J. P. Sinclair deputy managing director.

Mr David Ryves has been appointed to the main board of ROBERT WALTERS ASSOCIATES.

## Marketing director at B &amp; Q

Mr Bill Whiting has been appointed marketing director on the main board of B & Q. He was director of marketing on the executive board.

CREDITANSTALT - BANKVEREIN has appointed Mr David H. Stewart as general manager and chief executive of its London branch, from September 25. Mr Stewart was an executive director at County Nat-West.

Mr Bernard P. Harty has been appointed a director of CHELSEA BUILDING SOCIETY. He is Chamberlain of the City of London and his duties include those of banker and director of finance. He is also responsible for the corporation's information technology and telecommunications strategy.

Mr Ronald Andrew Miller, chairman and chief executive of Dawson International, has been appointed a director of SCOTISH AMICABLE LIFE ASSURANCE SOCIETY. He is also on the boards of Christian Salvason, and Securities Trust of Scotland.

## £16m orders for Senior

SENIOR ENGINEERING GROUP has won contracts with a total value of more than £16m.

The thermal division has orders worth over £4m for utility economisers, moisture separator reheaters, fired and waste heat boilers for delivery in the US, Italy, Russia, Korea and Holland. Over 50 per cent of these orders were obtained through a new subsidiary in the US, Southwestern Engineering and there are a further £1.5m of additional options to be taken up at a later date. These products will be used in power stations and desalination and marine applications.

On the air handling side, Senior's subsidiary Hargreaves & Sons, has major orders totalling over £11.5m including work for the Financial Times new printing works, Kallings at Trafford Park in Manchester, the Ministry of Defence in Whitehall, BNFL at Sellafield and Glaxo, Penn Machine, a light engineering subsidiary in the US, has a £1m order for wheels for the Los Angeles County Transportation Commission.

WASTECHEM has been awarded a contract worth over £2.5m by the Central Electricity Generating Board, to undertake the decommissioning and refurbishment of the PLE caves of Berkeley Nuclear Laboratories, converting them from Magnox to AGR fuel inspection facilities. The contract is expected to last

until 1990. The project is primarily beta/gamma work.

The transmission division of BALFOUR BEATTY POWER CONSTRUCTION has been awarded a contract by the Yorkshire Electricity Board for the supply and erection of a new 132 kV overhead line from Bramholme Tce to Salt End, Hull. The contract, valued at £1.5m, involves the supply of all materials, except tower steelwork, together with the erection of a 13 km line to supply a new EP installation at Salt End on the outskirts of Hull. All conductors will be supplied by BICC. The contract is due for completion by August 1988.

The division, in association with Balfour Kilpatrick's Birmingham office, has also been awarded a contract by the Manx Electricity Authority for modifications and extensions to its 33 kV transmission system between St John's and Puloose power station, near Douglas, Isle of Man. The contract value is £1.5m and involves transformers and switchgear, installation of cables, and installation of 20 kms of 33 kV overhead lines. The overhead conductors and the underground cables will be supplied by Manx Electricity Authority. The work is due for completion by the end of April 1988.

Balfour Beatty Power Construction and Balfour Kilpatrick are BICC companies.

## BOWATER

Earnings per share up 32.6%

## INTERIM RESULTS (unaudited)

	Six months to 30th June 1987	1986	Year 1986
	£m	£m	£m
Turnover:			
Continuing businesses	550	449	1021
Discontinued businesses	—	222	319
	550	671	1340
Trading profit:			
Packaging and associated products	10.6	8.8	22.1
Merchandising and services	6.6	4.7	17.7
Tissue and timber products	3.7	3.7	8.8
	20.9	17.2	48.6
Discontinued businesses	—	10.8	14.8
	20.9	28.0	63.4
Interest (net)	3.6	9.1	15.4
Profit before taxation	17.3	18.9	48.0
Taxation	5.4	6.2	14.4
Minority interests	0.2	4.2	7.0
Profit attributable to shareholders	11.7	8.5	26.6
Earnings per ordinary share	11.8p	8.9p	27.7p
Dividend per ordinary share	5.25p	4.0p	10.0p

Figures for the year 1986 have been abridged from full accounts for that year which received an unqualified audit report and have been filed with the Registrar of Companies.

## BOWATER INDUSTRIES PLC

Bowater House, Knightsbridge, London SW1X 7NN

## Interim Dividend increased to 5.25p.

Earnings per share for the six months to June 1987 at 11.8 pence are 32.6 per cent higher than in the comparable period in 1986. Trading profits of our continuing businesses are 21.5 per cent higher.

The dividend is an increase of 31.3 per cent on the comparable dividend last year, partly due to the improved results but also in order to pay a higher proportion of the total dividend at the interim stage.

Our Packaging and Associated Products Group has maintained its progress particularly in plastics-based activities in the UK and the US, confirming the scope we see for expansion in the field of innovative packaging products.

The UK Builders' Merchants division has made good progress and the Building Improvements division has moved from a break-even position in 1986 to a small profit in 1987.

The Freight division is widely spread and is earning profits, but presently at a lower level than in 1986, due to the weakness of the US dollar.

In Australia Tissue performance has been strong with new Sorbent gaining an increasing share of the market.

Progress in 1987 has been encouraging. We remain dedicated to improving the return on capital and sales and the cash flow from operations.

N. C. Ireland Chairman  
8th September, 1987

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LONDON'S FIRST COUNTRY HOUSE HOTEL OPENED ITS DOORS ON TUESDAY, 8TH SEPTEMBER 1987



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## UK NEWS

# Abbey National plans estate agency network

BY HUGO DIXON

Abbey National, Britain's second-largest building society, yesterday unveiled an ambitious plan to create an estate agency network with 1,000 branches within five years.

This would make it the largest estate agent in the country on the basis of the present size of competitors within the industry. However, other financial institutions that have moved into the business in the last couple of years are building up networks at such a pace that Abbey is unlikely to be the largest when it reaches its target.

Abbey is taking advantage of powers given under last year's Building Societies Act, which allow societies to enter the estate agency business. Its network will be called Cornerstone.

Unlike other societies, notably Halifax and Nationwide, it is planning to create its network mainly through franchising a strong branded image rather than by acquisition. This is the first time franchising has been used in estate agency in Britain.

Abbey has taken this route because it believes the price of estate agents has been bid up to excessive levels. Also, as a mutual institution, it is not able to pay for acquisitions by issuing shares but has to find money from its reserves.

Abbey has already bought 48 estate agency offices and plans to increase this through acquisition to 100 by the end of the year. A further 100 offices will be added to the network by acquiring green field sites. The remaining 800 offices will be built up by selling the Cornerstone brand to independent estate agents in return for a proportion of turnover. Abbey expects agents who are worried about their ability to remain independent in the face of competition from large groups to be attracted.

Abbey's plan is to create a disciplined branded network. This will be reinforced by strict training standards, uniform branch design and a uniform product range. Abbey says it does not think this stress on uniformity will deter agents from joining.

In common with other financial institutions, Abbey sees great opportunities for selling people financial services at the same time that they buy or sell a house.

The most important product from Abbey's point of view are mortgages, and it hopes eventually to sell £1bn of mortgages each year for every 100 branches. Cornerstone branches will also be tied agents of Friends Provident, the mutual life company, with whom Abbey recently arranged a special marketing deal for life and unit trust products.

# Hambros re-enters assurance business with Guardian Royal

BY STEVEN BUTLER

HAMBRO COUNTRYWIDE, a UK estate agent chain, is linking with Guardian Royal Exchange to establish a life assurance company, initially capitalised at £20m, aimed at selling policies to Countrywide's house buying clients.

The deal will take Hambros, the merchant banking and financial services group which owns 60 per cent of Hambro Countrywide, back into the life assurance business after several years. It will also give Guardian Royal a foothold in the mortgage-related life assurance business without having to develop its own chain of estate agents.

"It will make Hambro Countrywide a unique financial services group in that an estate agency business owns its own life company," said Mr Christopher Spörborg, chairman, yesterday.

Countrywide also announced a 74 per cent increase in pre-tax profits to £10.7m in the six months to the

end of June and forecast profits of £25m for the full year.

Countrywide has reached a complex agreement with Guardian Royal for the new company to handle a high volume of policies from the start. Guardian Royal is to set up a life assurance company - as yet unnamed - and obtain approval to begin trading. The company will then be acquired by Hambro Countrywide, probably next summer.

Countrywide is issuing to Guardian Royal 30m new ordinary shares to pay for the acquisition, worth £49.5m at yesterday's closing prices, as well as 25m convertible deferred shares. These will become convertible in 1991 when a further payment of 165p a share would be due.

Guardian Royal will enter into a contract to manage the life assurance company and provide reinsurance services for five years. The

new company, however, would eventually become self-sufficient.

Both Hambros and Guardian Royal will further increase by 5m shares each their holdings in Hambro Countrywide through a purchase of shares at 150p each from directors and certain other shareholders. Hambros will then hold a 52 per cent stake, and Guardian Royal 20 per cent.

A partial offer to other shareholders is to be made, under which Hambros Bank, on behalf of a group of institutional and corporate investors, will acquire up to 50 per cent of outstanding shareholdings at 150p a share, with Guardian Royal and Hambros not taking up the offer. This will give shareholders the chance to cash in on investments in the shares, for which there is a thin market, and is aimed at creating a wider market for the shares.

Results, Page 32

# Defence contractors link in bid to design new warship for Nato

BY DAVID BUCHAN

NINE UK defence contractors have formed a consortium to bid for the British role in designing a new warship for eight Nato navies.

The UK is expected to join seven other governments in signing a memorandum of understanding next month on the definition stage of the Nato Frigate for the 1990s (NFB-90) project.

The new Supermarine Consortium (SCL) said yesterday it hoped that, soon after the signing, the Ministry of Defence would designate SCL Britain's "national industrial representative" in the multi-billion pound project.

The nine shareholders companies in SCL represent a total frigate-building capability. British Aerospace, Ferranti, Plessey, Racal and Thorn EMI are able to provide weapons and electronics, Rolls

Royce the engines, and VSEL, Vesper-Thornycroft and Yarrow Shipbuilders the hulls.

However, MoD officials said yesterday that production contract for NFB-90 in the UK would be put out to tender, and that competition for the work would be tough, particularly from shipyards.

The NFB-90 would replace Type 42 air-defence destroyers by around the end of the century.

The eight participants in NFB-90 - the UK, the US, Canada, France, West Germany, Italy, the Netherlands, and Spain - are expected to order about 50 ships, of which the UK might take about a dozen.

However, the course of the project is unlikely to be smooth in view of the failure of past efforts to build common Nato warships.

For instance, the US has been

pushing for a fairly large frigate of more than 6,000 tonnes, while the UK and some other European governments want to keep NFB-90's size to less than 5,000 tonnes to save money and manpower.

This argument will have to be resolved during the forthcoming project definition. However, should the US lose its side of the argument, there is a fear that it might not buy any of the ships. A smaller production run would reduce cost savings to the remaining buyers.

Marconi Underwater Systems Ltd (MUSL) has taken a key step towards a potentially lucrative US contract by getting its practice torpedo chosen for testing by the US Navy.

GEC Avionics has been chosen to supply prototype air-data computers for Canadian F-5 fighters.

# Maxwell is seeking Japanese partners

By Raymond Snoddy

AFTER LAST month's attempts to find partners in the Netherlands, Mr Robert Maxwell, the British newspaper publisher, has launched his pursuit of the Japanese.

Mr Maxwell, chairman of the British Printing and Communication Corporation and publisher of Mirror Group Newspapers, announced in Tokyo that he was looking for Japanese partners to help him build one of the world's top 10 media groups.

"You cannot build a global media company without having a Japanese partner, and I believe it will be possible for us to find such a partner," Mr Maxwell said.

Mr Maxwell will be meeting officials of the Tokyo Stock Exchange today to discuss an application for a listing for BPCC. The British publisher said he wanted to have BPCC shares listed in Tokyo in the near future although he declined to say when this was likely to happen.

The Mirror publisher, who has said he plans to launch three new newspapers in the UK following the failure of the London Daily News, will also discuss both newspaper and television ventures with Japanese.

Mr Maxwell says he wants to set up a daily newspaper to be published simultaneously in London and Tokyo which would provide Japanese news for Europe.

During his stay in Japan Mr Maxwell plans to talk to Fuji and NHK about possible television ventures.

For good measure before leaving for Tokyo he told the London correspondents of the Japanese press that he was planning to set up a European satellite television news channel.

He wanted to deliver to Japan to compete against Mr Ted Turner's Cable News Network. Mr Maxwell even said he might translate the channel, which does not exist yet, into Japanese.

# Ratners could face damages claim by Weinstein family

BY CLAY HARRIS

RATNERS GROUP, Britain's largest jewellery retailer, may face another claim for large "golden handshakes" in the wake of the resignations yesterday of five members of the Weinstein family, former controlling shareholders of the rival Ernest Jones chain which Ratners bought for £25m in July.

The Weinsteins resigned suddenly yesterday morning only a month after the takeover was declared unconditional.

Mr Ernest Weinstein, co-founder of the Jones chain in 1948, said the ability of his sons, Philip and Michael, joint managing directors of Jones, "properly to perform their duties has been seriously undermined by interference and severe restrictions placed upon them by Ratners."

Mr Gerald Ratner, chairman, described the resignation as a "bolt from the blue" and attributed them to differences over the future commercial direction of Jones, which Ratners plans to retain as a separate trading name.

"I didn't want them to walk out," Mr Ratner said. "I wanted them to do what I said."

After a similar dispute last year, Ratners agreed to pay £335,000 to Mr Anthony Edgar to buy out the remaining four years of his service contract. Mr Edgar had become group chairman only four months

previously when Ratners bought his H. Samuel chain to take first place in the UK jewellery market.

In theory, the Weinstein brothers could seek payments of at least £500,000 each under their Ratners contracts, which carry an annual salary of £100,000 and can be cancelled only with five years' notice by either side.

Mr Philip Weinstein said yesterday that the family was consulting its lawyers. Mr Ratner said that any action would be defended.

In a statement yesterday, Mr Ernest Weinstein also said: "Despite the clear understanding that I would remain chairman of Ernest Jones until my retirement at the end of the year, I was replaced by Mr Gerald Ratner immediately upon the offer becoming unconditional."

Mr Ratner said: "It was of meaningless importance as he was leaving the company anyway."

Mr Ratner has spearheaded a revolution in jewellery retailing in Britain, through a shake-up of his family's own business and the takeover of H. Samuel and Terry's. Ratners has concentrated on inexpensive fashion products rather than the luxury market.

Mr Ernest Weinstein's wife and daughter also resigned from the Jones board yesterday.

# TSB to establish bank for wealthy in Luxembourg

BY HUGO DIXON

TSB, the banking group, plans to set up a private bank catering for wealthy individuals in Luxembourg. It claims to be the first British bank to establish such an operation in the country.

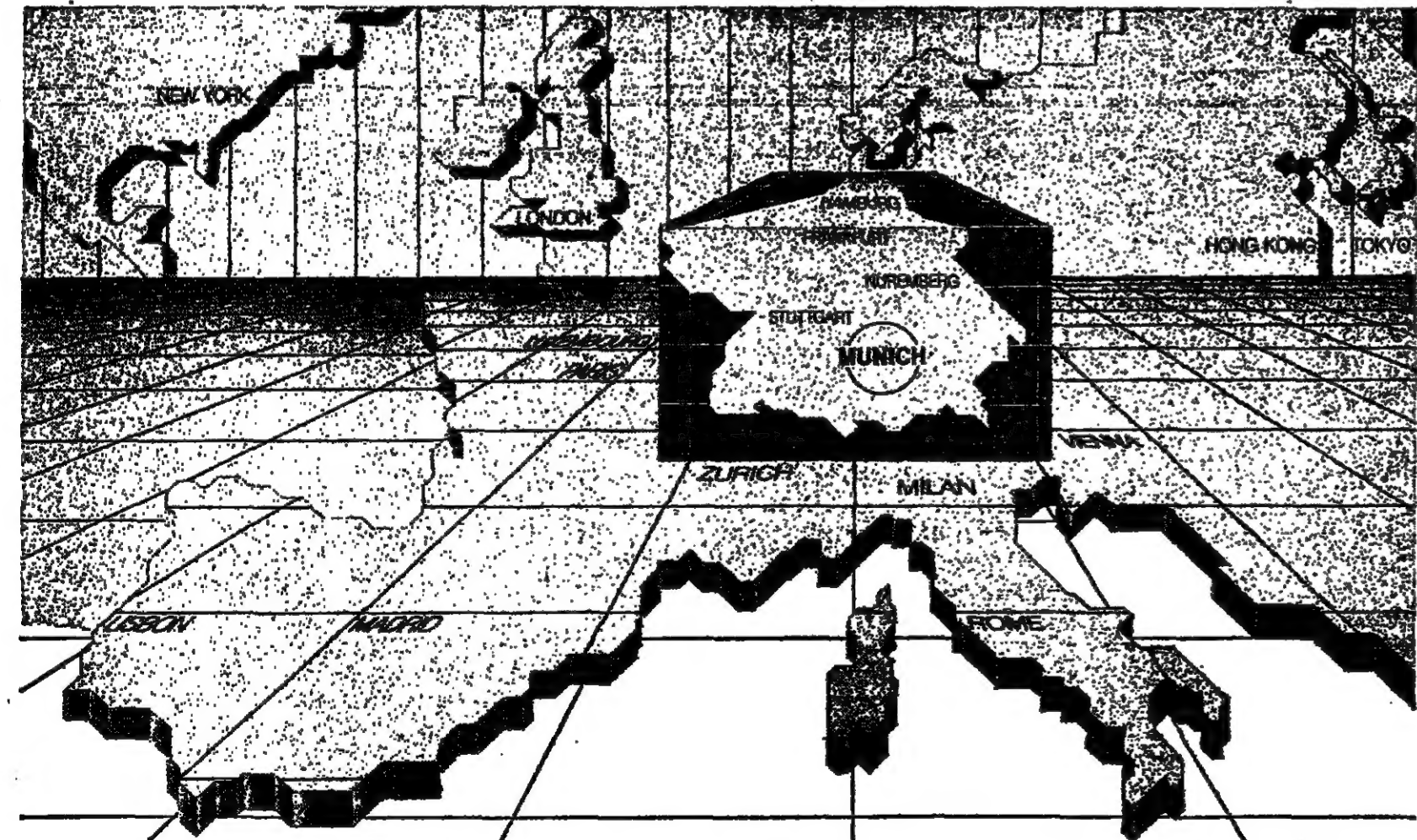
The new bank, TSB Private Bank International, is due to open in January 1988. It will have authorised share capital of £20m and start-up capital of £10m.

TSB England & Wales, the largest bank in the TSB group, will have more than half the shares in TSB Private Bank. Other shareholders will be held by TSB Channel Islands, which caters mainly for expatriate Britons, and two unnamed continental European banks.

TSB Private Bank will be aimed at people with free assets of between \$500,000 and \$5m - described by TSB as the "middle rich".

Luxembourg was chosen rather than Switzerland, TSB said, because it was cheaper. There will also be a representative office in London.

The group expects non-Britons living in London and elsewhere in Europe, especially Scandinavia, to be attracted by the services on offer. It does not think that TSB's down-market image will be a drawback.



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## UK NEWS

Isle of Wight  
in compulsory  
water meter test

BY RICHARD EVANS

WATER METERS are to be installed compulsorily in all Isle of Wight households next year in a large-scale exercise to assess consumption patterns and costs before the probable introduction of water meters nationally.

The Isle of Wight, with about 50,000 households, is by far the largest of 11 areas in England and Wales that will have meters installed under the terms of the Water Charges Bill now before Parliament. The others will all have about 1,000 households.

The assumption in the water industry is that once the necessary data has been collected and assessed, water metering could be introduced throughout the country over the next decade. It would be a much bigger exercise than the conversion to North Sea gas and it is not yet clear who will pay. Each meter would cost about £100 to install.

There might be big political protests over the Government's proposals, which will be announced next week, since many Conservative peers and MPs will object strongly to the compulsory element in the plans. Opposition MPs argue that metering would mean large, poorer families paying much more for their water than they do at present.

Charges in the experiment areas will vary to test the effect on demand. The water authorities want a tariff system that charges moderately for basic needs but discourages heavy use of hoses and sprinklers.

Metering is the favoured future method of charging for water once domestic rates have been phased out and replaced with a community charge. At present tariffs are based on rates, which means that the amount of water consumed bears no relation to the bill paid.

Ethical Trust launched by  
offshoot of Abbey Life

BY ERIC SHORT

ETHICAL INVESTMENT has taken a step forward in the UK with the launch of The Ethical Trust announced by Abbey Life Unit Trust Managers, the unit trust arm of Abbey Life Group.

Mr John Davies, head of group marketing, claims that increasingly many investors are showing concern that their investment should be used positively to benefit society.

He foresees the UK savings market following that of the US, where almost 10 per cent of all Wall Street investment was ethical and some 5 per cent of mutual funds, the US equivalent of unit trusts, were on an ethical basis.

However, Mr Davies emphasised that the new fund would be adopting a positive approach towards the selection of suitable investments, instead of the usual "no-go" approach of excluding companies.

Thus the fund would be

looking for well-run companies with a history of good industrial relations, the activities of which offered long term benefits to the community and the environment.

Companies in the health care, pollution control, housing and home protection fields were seen by the fund as potential investments.

However, the fund did have certain exclusions. They included armaments, nuclear processing, tobacco, alcohol and gambling. Nor would the fund invest in companies with large interests in South Africa. However, companies with a small involvement in South Africa would not be excluded if other criteria were fulfilled.

Investments will be monitored by an advisory board, to which the investment managers would report every three months.

Channel  
Tunnel  
'likely to  
be on time'

By Andrew Taylor

THE RISK of the Channel Tunnel being jeopardised through construction delays or by running over budget are so minimal they can almost certainly be discounted, says Warburg Securities, lead broker to the project's forthcoming \$750m international share offer.

Warburg, in the second of three circulars it is issuing on the project, says the timetable proposed by Eurotunnel, the Anglo-French consortium that proposes to build the 31-mile (50km) rail tunnel, had allowed a substantial margin for error.

The 11 machines that will bore the two main rail tunnels and a service tunnel can achieve much higher driving rates than those required to complete the project on time and the tunnel will be driven mostly through chalk marl, an excellent medium for tunnelling, says Warburg.

"We believe the timetable for the drive has been assessed on a conservative basis and that there could be as much as six months slack in the allowed time."

The most difficult stretch would be the first 2.5 miles (4 km) on the French side where the tunnel passes through the upper chalk, much of it severely fissured, younger geologically and harder than the chalk marl. Developments in earth pressure-balanced tunnelling machines meant that although progress would be slower on that section, contractors can overcome the problems. Similar machines had been used by Hoechst, a West German contractor, in building the Lyons metro in France.

Warburg said incentives and penalties in contracts awarded to the Anglo-French consortium that will build the tunnel provided the contractors with every incentive to cut delays.

It said complaints that British contractors could neither build to time nor within budget were dated. A study recently completed by the National Economic Development Office had shown that of 25 big projects completed since 1981 only one was significantly late. That project, although five months late, was still completed within budget.

Channel Tunnel contractors using tried and true equipment and techniques, and operating to a timetable that is conservative both in costings and timings should be able to complete the project to time and on budget, says Warburg.

Unisys to  
launch mini  
computerBy Terry Dodsworth,  
Industrial Editor

A RANGE of computers aimed at the fast-expanding market for medium-powered machines is being launched by Unisys, the US data-processing group. The new family, called the A Series Smallframes, is designed to offer more effective competition for minicomputer products.

Minicomputer sales have grown strongly in recent years, slowing growth of the conventional high-powered mainframe market.

The Smallframe series, like conventional minicomputers, is targeted for departmental rather than headquarters use. It does not need specially cooled rooms and can be sited in a normal office environment. The system can be housed in a cabinet the size of a two-drawer filing cabinet because of new memory-chip technology.

The Smallframe offers a standard operating system compatible with the rest of the Unisys A Series range. Users can employ the same software throughout computer systems, steadily upgrading from the Smallframe products without losing software investment, a feature widely seen as a strong point of minicomputer companies. Prices of the Smallframe series, which is being introduced across Europe and the US, are from \$35,000 to \$200,000.

John Griffiths examines the strains on some famous marques

## When classic cars have to be rescued

FORD'S TAKEOVER of Aston Martin Lagonda is likely to dispel a long-standing myth among ardent motoring enthusiasts. It is that specialist car makers, whose glamorous image far outstrips their annual output of a few hundred cars, can remain independent yet challenge the industry's giants.

Aston Martin is merely the last surviving specialist British carmaker with an internationally acknowledged pedigree to fall into the hands of either a multinational car producer or other large conglomerate.

Group Lotus, founded by the late racing car engineer Mr Colin Chapman, became a wholly owned subsidiary of General Motors at the beginning of last year. Rolls-Royce Motors is part of the Vickers industrial conglomerate.

Panther is the youngest specialist British car company and the only other one seriously seeking to challenge its modern international competition on level terms. In June, Saangyong, South Korea's largest industrial group, took an 80 per cent stake in it.

The death of motoring "legends" as independents is not just a British phenomenon. In the past two years, Italy has seen its stable of exotic "super-car" names come under the sway of American multinationals increasingly desperate to buy the prestige that has eluded their own engineering and manufacturing efforts.



The Panther: a British classic sustained by overseas cash

Thus in April Chrysler Motors bought Lamborghini, maker of the 200 mph Countach, from the Geneva-based Mimram family for a reputed \$22m (£14m).

Chrysler is likely to have majority control of another Italian "legend," Maserati, by the early 1990s. The American company bought 15.6 per cent from two-thirds owner De Tomaso Industries last year, and has options on up to 51 per cent.

A few other British independents do survive, notably Morgan and TR. But both appeal mainly to an idiosyncratic fringe of buyers nostalgic for relatively crude, open two-seaters.

The common thread running through all the acquisitions

is the companies' inability to generate anything like enough cash to replace models. The specialists also find it impossible to develop or even incorporate the proliferating new technology, particularly electronics, that the volume producers are applying to cars.

For a long time, Aston Martin Lagonda and its fellow specialists have effectively been living off their past. They recognise the lengthening odds against them as large producers, themselves now anxious to exploit every conceivable market niche, encroach on their traditional territory. That is the underlying explanation for the string of capitulations.

Mr Alan Curtis, chairman of Group Lotus, admits to heaving a quiet sigh of relief when

General Motors bought Lotus for what, in GM terms, was loose change: just over £20m.

As far back as 1981, Lotus announced its intention of launching an all-new £10,000 two-seater, the M90, to lift its production from only 300-400 cars a year to more than 3,000.

Instead, as Lotus continued to lurch from one financial crisis to another, the £7m project was repeatedly postponed. Lotus was profoundly rattled by the emergence from Toyota of the MR 2 mid-engined two-seater. That car not only performed as well as the intended M90, more cheaply than expected, but sent Lotus's design team scuttling back to their drawing boards.

Aston Martin Lagonda has been profitable for the past two

years, and Ford emphasised at the takeover announcement that its acquisition of a 75 per cent stake was not to save the company from collapse.

That, or near-collapse, has happened often enough in Aston Martin's 73-year history, and Ford will be its 11th owner.

Like Lotus, Aston Martin was saying in the early 1980s that it would launch a smaller new car, pitched at the Porsche 928/Mercedes market. That project, too, was in the £5m-£7m range and on the original schedule would have been in production last year. Now it is due for the end of next year. Ford says its involvement will make the project more secure.

The rising cost to £25m of the Panther Solo 2, the stunning 150 mph two-seater to be announced by the Byfleet, Surrey, company at Frankfurt today, was also behind the acquisition by Saangyong of its 80 per cent, says South Korean-born chairman Mr Young Chul Kim.

However, Saangyong, like General Motors with Lotus, Chrysler with its Italian acquisitions, and Ford with Aston, is insisting that Panther will retain its character and its independence.

Industry analysts have emphasised that they will need to reduce them to the type of "badge-engineering" prevalent in the 1970s would produce a backlash more counterproductive than if the companies had not been acquired at all.

## Massey-Ferguson denies it plans to close production site

MR JOHN SWORD, president of Massey-Ferguson, the agricultural machinery division of the Canadian Varsity Corporation, denied yesterday that the company had any plans to close one of its three main European production sites, writes Nick Garbutt.

Union officials in the UK have said in the past two months

that they believe Massey will soon announce the closure of one of its tractor sites or the shutdown of Varsity's Massey construction machinery plant at Trafford near Manchester.

The three tractor plants are at Banner Lane, Coventry; Beauvais, France and the Landini plant in northern Italy. The company also has an axle

plant in Come, Italy.

Mr Jim Felker, Mr Sword's predecessor as president of Massey, indicated last year that the company had too much capacity in Europe and would be better off with one fewer production plant.

However, Mr Sword said that the three European tractor plants were all integral to the

company's manufacturing structure and there was no intention of changing that. He also said there was no plan to close or reduce the size of the Trafford operation. Some production was moved from Coventry to Manchester in the early 1980s and the Trafford site is actually increasing output.

However, he said that each of

the separate plants within Massey-Ferguson were required to perform properly and make profits.

Massey-Ferguson has been reducing its workforce worldwide from 6,890 in the middle of last year to an expected figure of 5,300 by the end of this year. Most of the job losses have been in the UK.

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Trading Profit	91	96	217
Profit before Taxation	71	80	182
Profit after Taxation	46	56	128
Earnings per Share	18.4p	22.6p	51.4p

Copies of the full statement will be sent to all shareholders. Further copies are available from: The Secretary, British Aerospace Public Limited Company, 11 Strand, London WC2N 5LT

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## UK NEWS - THE TUC AT BLACKPOOL

## TUC chiefs censured over Wapping again

THE TUC General Council was censured by Congress for its second consecutive year for its handling of the News International dispute at Wapping.

Delegates voted overwhelmingly to "refer back" or reject—the general council's official account of the dispute.

The vote was carried after leaders of the two main print unions, Sogat 92 and the NGA, had strongly attacked the TUC leadership for its refusal in November to re-open disciplinary procedures against the EETPU electricians' union.

Mr Danny Sergeant, Sogat president, described as a "cop out" the view of Mr Norman Willis, TUC general secretary, that under TUC rules and natural justice, the EETPU would be put in double jeopardy by being tried twice for the same offence.

Mr Tony Dubbins, NGA general secretary, alleged that EETPU officials had resumed secret contacts with News International in spite of instructions from the general council that the union was to cease all non-contradictory arrangements with the company.

The instructions were issued after an initial inquiry had found the EETPU guilty of "conduct detrimental to the trade union movement."

Mr Dubbins said of the EETPU: "Never in the history of the trade union movement has any union acted in such an

**Reports by**  
**Philip Bassett,**  
**Charles Leadbeater,**  
**Jimmy Burns**  
**and John Gapper**  
**Pictures: Alan Harper**

unprincipled, unscrupulous, and dishonest way."

He argued that the "very existence of the TUC" would be placed "in jeopardy" unless the leadership showed itself willing to "protect its members and uphold basic union rights."

Yesterday's vote on Wapping was a setback for Mr Willis, who had been anxious to avoid the issue of News International fueling the conflict between the EETPU and left wing trade unionists.

During the debate he again justified his policy on the principle of double jeopardy and warned that the print leaders' offensive was fueling the TUC into a "constitutional morass."

Mr Willis said: "Sticking to the rules is sometimes unpopular. But we should always remember that the most important reason to have rules is when feelings run high."

Following yesterday's debate, print leaders indicated that Mr Willis would find it difficult to resist the pressure to act more forcefully towards the EETPU.



A moment of serious contemplation for Fred Jarvis, TUC president and Norman Willis, general secretary

Mr Dubbins said that he did not believe the TUC leadership would go against a congress resolution for the second year running.

"The vote has opened the door for the investigation of further allegations that have come to light with respect to the EETPU," Mr Dubbins said.

Mr Dubbins said that he felt partly reassured by Mr Willis's pledge to congress that "no union or individual should have any doubt" about his deter-

mination to take disciplinary action against those who had broken directives on Wapping.

After the vote, Mr Eric Hammond, EETPU general secretary, said that the union would report to the TUC the outcome of its own internal investigations into the issue.

In an interview last week, Mr Steve Seaman, the former chairman of the salaried staffs council at Wapping, alleged that the EETPU had secretly become involved in a series of organising moves at the plant.

demand back the documents on which they were based.

The vote will probably have little practical impact. Whether the TUC brings further disciplinary action against the EETPU will depend on the result of its own internal inquiry.

In an interview last week, Mr Steve Seaman, the former chairman of the salaried staffs council at Wapping, alleged that the EETPU had secretly become involved in a series of organising moves at the plant.

## The caped crusader bows in at seaside

A RADICAL new contender to lead Britain's trade unions into the 21st century emerged from the shadows yesterday—Batman.

With hindsight, the caped crusader's influence on the movement has been obvious for some time. His strategy of crisis management conducted from remote stately mansions holds increasing sway among the new union thinkers.

But his cover has finally been blown by this year's congress platform display. From the Gotham City school of graphic design, it features triumphant orange capital letters leaping across a black background so energetically that they burst out of the side.

Viewers will recall that this type of comic strip technique was last used by Batman and Robin's lengthy fights with masked villains. "Wham! Pow! Oof!" announced similarly garish caption bubbles as the Batfish connected with various clichés.

But what's this? Holy Comics, can it really be true? Is the Penguin, that dastardly villain whose evil tricks do the citizens of this peaceful seaside metropolis, really sitting on the congress platform? Or is it just Clive Jenkins?

That face looks familiar too. Why did no one twig before that congress youthful, fresh-faced deputy secretary John Monks is a dead ringer for Robin? But why is he sitting next to the Joker? And why is the Joker pretending to be called Norman Willis?

It's been a peaceful morning here in Gotham City. The fraternal speech from the Canadian trade union leader has passed off successfully, after the General Council delegated Rodney Bickerstaffe to look interested on its behalf.

But wait! Holy Wapping! There's a sight brewing on the congress floor. Get on the Balphons, Commissioner Jarvis, the print unions are trying to refer back our report on the electricians. That man w/p looks like the Penguin's chief henchman is Tony Dubbins.

"Bam! ... Whoo! ... Kerpow!" Tony is doing what he does best—laying into Eric Hammond. It's no good, there's no reprieve from Batman, we're going to have to rely on the Joker instead. Just talk him to stick to the script.

The Joker rises dejectedly. This is his chance to prove his serious credentials and get into the expanding employment area of part-time rimshing. He starts on a mournful resume of who did what to whom, and whose orders they were disobeying at the time.

There is some giggling from the floor. The Joker sighs deeply at the frivolous nature of his audience. "Do not laugh at something that is vital," he pleads in an attempt to get them to abandon another much-loved old tradition.

But the floor is getting impatient at having to treat the Joker seriously. What's happened to him? He always used to be good for a laugh. A set of hands rejects his dire-like appeal and he sits down wearily.

## Campaign urged to fight laws curbing union democracy

DELEGATES unanimously endorsed a motion calling on the TUC to mount a campaign against the Government's proposed legislation on trade union democracy, with the aim of winning wide support outside the union movement, as well as among union members.

Speakers concentrated their attacks on the provisions intended to prevent unions from disciplining members who shout a ballot for industrial action by continuing to work. Mr Jimmy Knox, leader of the National Union of Railwaymen, said this would have damaging consequences for union democracy and industrial relations.

He said the proposals would undermine the credibility of the TUC's secret ballots, lead to more unofficial action, and sour relations on the shopfloor. He claimed the Government was more interested in promoting the rights of individuals than in encouraging democratic decision-making.

Mr Robin Smith, of the Institution of Civil and Public Servants, a worker at the Government's GCHQ communications centre, accused the Government of hypocrisy. It had no right to talk of democracy in union affairs when it had tried to blackmail trade unionists at GCHQ to give up their union membership, he said.

Mr Simon Petch, general secretary of the Society of Telecom Executives, the middle managers' union at British Telecom, said the proposed legislation breached International Labour Organisation conventions. He said workers needed strengthened rights against unfair dismissal during industrial action, rather than impunity to break the rules of their union.

Mr John Macreadie, the deputy general secretary of the CPSA civil servants' union, a supporter of the Militant Tendency, said opposition to the legislation needed to be backed by a campaign of industrial action. But Mr John Sheldon, leader of Civil Servants' Union, reminded him that they

had still not won the arguments of ideas with the public. An opinion poll published over the weekend found that more than 70 per cent of the public supported further union legislation.

He warned that the legislation would promote the growth of breakaway, strike-free unions in the public service. There were already staff associations in the Ministry of Defence and the immigration service and others would be formed, he predicted.

Congress also unanimously supported a motion condemning the weakening of employment protection legislation covering health and safety, legally enforceable minimum rates of pay, holiday provisions and other employment rights.

Mr Gerald Davies, leader of Usdaw, the shopworkers' union, said moves to weaken employment protection legislation would most severely affect teachers, nurses, women and young workers. The most vulnerable groups were the most difficult for the unions to organise, he said.

He called on the TUC to mount a campaign to raise public awareness of the issues, highlighting those considered vital by these groups, and to encourage unions to adopt these goals in their collective bargaining. The campaign should centre on the aims of ending low pay, promoting equal pay for work of equal value, establishing equal employment rights for part time workers, and establishing a fully comprehensive social security system to protect higher incomes for insecure workers.

Supporting the motion Mr David Lambert, of the national Union of Hosiery and Knitwear Workers, said the problems stemmed from the changing structure of industry, with the growth of employment in smaller companies, as well as from the changing character of the labour force.

Employment conditions in small companies were far worse than in large companies, he said.

## Youth conference to be replaced by forum plan

THE TUC is to go ahead with a planned "youth forum" after Congress yesterday rejected counter-proposals to give more powers to the existing annual youth conference.

There has been a long-running debate about the TUC's role in the youth movement, with involvement of young trade unionists and thereby added more to young workers outside the movement.

Yesterday's decision approves the TUC General Council's youth forum plan, which will involve young council members and 13 young union nominees to get together three times a year—in addition to a wider conference—to discuss issues.

On a card vote of 5,632,000 to 2,196,000 Congress rejected a youth forum plan, which would have replaced the existing youth conference with a view to allowing it to debate resolutions.

Mr Roy Grantham, for the general council, told delegates that the Biffi proposal would mean a year's further delay when viable reforms were ready for immediate implementation. The TUC is to campaign against the implementation of many of the main provisions of the Social Security Act 1986, which will be introduced next year, including changes to occupational pensions, replacement of Supplementary Benefit with Income Support and a Social Fund, and a Family Credit scheme to replace family income supplement.

Delegates unanimously supported a motion which called on the Government to set a death grant of £450, substantially in excess of the statutory sick pay, and analyse the way schemes such as the Restart programme exclude unemployed people from claiming benefit.

David Brindle on the views of outspoken Militant supporter Macreadie  
The man who won't pull punches in council

BARELY HAD congress begun this week when delegates were hearing the forthright views of Mr John Macreadie, the Militant Tendency supporter about the TUC General Council.

No-strike deals were collaboration with the employers, he declared. The issue should be thrashed out openly on the floor of congress and not in sequestered rooms behind closed doors.

That delegates overwhelmingly backed the smoke-filled rooms option is unlikely to deter Mr Macreadie, the 40-year-old deputy general secretary of the CPSA civil servants' union.

He promises to speak "openly and honestly" on the "openly" option, by which he means, in part, pulling punches when it comes to those he believes guilty of flouting basic trade union principles.

The leaders of the electricians' union (the EETPU)

have in my mind scabbed and collaborated with the employers, selling not only their own members' rights but also the rights of other workers as well," he says.

"If that is the road they are going to carry, on going down, then as far as I am concerned there is no place for them in the TUC."

In Mr Macreadie's philosophy, the business unionism practised by the EETPU is nothing more than defeatism. So, too, is any brand of "new unionism" or "new realism." Their advocates are, he maintains, misguided pessimists.

Their view is that there is nothing you can do—the working class is no longer a class, therefore you have got to reach accommodations, got to compromise, got to collaborate, got to lay down and play dead.

But the Tories and the employers are not the enemy—the trade union movement—the

working people of Britain—are the most powerful force.

All that is lacking, he says, is strong leadership. Since the CPSA began its pay strikes this year and the hard left took control of the union, there has been a net gain of members: ergo, if every union fought in the same way, the TUC would be prospering.

Summe to say, Mr Macreadie is not a great fan of TUC bureaucracy or of congress itself.

"Our attitude," he says on behalf of the CPSA's Militant national executive committee, "is that it is a stage-managed charade with compromise motions which go on for ever and mean all things to all men, which fudge and dodge the issues and are never implemented."

Fudging and dodging is what he says the TUC deliberately did not do earlier this summer when it asked its 140,000 mem-

bers to stage an indefinite pay strike—and was roundly rebuffed.

Mr Macreadie is now leading the CPSA's negotiations with the Treasury on a possible long-term pay deal. But he admits the chances of such a deal are slim given his and the union's refusal to countenance regional pay variation, merit pay or so-called "flexible pay" of any kind.

The alternative, he says, will be another attempt next year to deliver an all-out national strike—"the only way to stand any chance of persuading this Government to play fair and to meet our demands."

If the membership again rejects the idea, then so bad. There is always the year after that.

The fact is that the whole mood of the union is gradually moving towards a more radical stance with a certain unique in-Blackpool this week.

## Labour 'unclear on policy'

LABOUR was unclear and uncertain on some key policy aspects in the general election, Mr Sid Tierney, chairman of the Labour Party national executive, told congress.

Praising the Labour Party's "tremendous effort" in the election, and the party's best-ever campaign, Mr Tierney said that, of course, the party made mistakes.

There were unclear and uncertain on some aspects of policy, particularly on taxation

and the economy," though he added that the Conservatives won primarily because they convinced a substantial proportion of the electorate that the economy was improving and prosperity increasing.

Mr Tierney, president of the shopworkers' union Usdaw, acknowledged that Labour failed to mobilise the maximum trade union vote for the party, though he claimed that the party and the unions worked closer in the election than ever before.

Even so, a majority of union members did not vote Labour, and Labour's share of the trade union vote improved by only 3 per cent on its record low performance in 1983.

He said: "Too many trade union members make critical noises from the touchline, but never get involved. Some prefer purist impotence to active responsibility. Far too many fail to understand the vital link between political action and the industrial objectives of trade unions."

## Better terms sought for part-time workers

DELEGATES gave overwhelming support to a motion urging maximum union organisation of temporary workers.

The motion, which received vocal support from right and left-wing speakers, recognised the growth of temporary and part-time labour and called for its protection through collective bargaining and legislation.

Miss Ada Maddocks, a member of the TUC General Council's women's section, said that 5m workers—about one in five of Britain's labour force—were employed part-time.

She said that the majority of these workers were women whose pay was "appalling low."

"What the Government calls deregulation we call exploitation. They (temporary workers) are treated like second-class citizens. That has to change," Miss Maddocks said.

Mr Bill Morris, deputy general secretary of the TGWU,

said the trade union movement union movement could not afford to stand idly by.

"We need to get hold of these developments, humanise them, and get them under control," he said.

The resolution carried by congress calls for temporary and part-time workers to receive equal terms and conditions equivalent to those which permanent full-time workers receive.

Some speakers drew particular attention to the misuse of child labour in temporary work.

Mr Dave Buckley, for the NAS/UWU, described as a scandal in our society "the use of underpaid under-16s workers as a form of cheap and flexible labour."

Mr Buckley said that successive governments had failed to implement the provision of 1973 legislation which limits the hours worked by children and the nature of work undertaken.

## Any attempt to privatise prisons will be opposed

CONGRESS VOTED unanimously to campaign against any form of privatisation of prisons and any attempt to bar prison staff from taking industrial action.

At the prompting of the Napo probation officers' union, delegates also voted to oppose introduction of "electronic tagging" of offenders as a means of keeping check on their whereabouts.

Mr John Randall, deputy general secretary of the Civil Service Union, representing prison instructors, said talk of a commercial "international prison market" raised prospects

of dealing in prison futures in the City and exportation of soccer hooligans.

"We cannot allow the profit motive to determine penal policy," Mr Randall said. "That would be a major backward step."

Mr John Bartell, president of the Prison Officers' Association, told congress that POA delegations to the US had found private prisons to be inadequately staffed, poorly paid and non-unionised.

"Many prisoners were kept in conditions resembling those of a cattle market," Mr Bartell said.

## CPSA leader to lose his limousine

By David Brindle, Labour Correspondent

LEFT-WING leaders of the CPSA civil servants' union are to withdraw the car provided for Mr John Ellis, the union's general secretary.

The decision to sell the car is the latest move by the union's national executive committee to bring the earnings and benefits of its senior officers closer to those of its members.

The executive has also given Mr Ellis, who earns £20,000 a year, and two other top officials, a pay rise of only £55 a week, compared with £10.25 for all other CPSA employees.

Mr Ellis has been in conflict with the majority on the executive since the union's Broad Left faction, led by Militant Tendency supporters, took control in elections earlier this year.

He was told last week that the executive intended to end his car, a five-year-old Opel Senator. He was given a couple of weeks to buy himself a replacement.

Mrs Doreen Francis, a leading executive member, yesterday described the decision as "prudent and sensible" in view of the costs of the car and the financial pressures on the union.

"We represent people taking home £80 a week and paying union dues of £1 a week," she said. "It is a bit of an insult for them to see the top brass getting so much money."

OTHER LABOUR NEWS  
British Coal to meet NUM executive

BY CHARLES LEADBEATER, LABOUR STAFF

BRITISH COAL will meet the National Union of Mineworkers' 22-strong national executive on Monday for talks aimed at resolving their long running dispute over the corporation's revised disciplinary code which was introduced in March.

Many executive members expect the talks to last at least 48 hours in an attempt to resolve the issue before the executive's regular monthly meeting next Thursday.

The meeting will decide whether the union should implement a national overtime ban from September 21 the following Monday.

The corporation will meet the Union of Democratic Mineworkers on Friday.

The NUM executive voted on Sunday to impose an overtime ban from that date. Miners' pay is to be frozen while the majority for industrial action short of strike action in a ballot during July and August.

The outcome of the talks will hinge on whether British Coal is prepared to allow a role for independent arbitration in the disciplinary procedures. It is thought that delegates from North Derbyshire and the North-east hold the balance of power on the executive.

On Sunday the executive voted by 12 votes to 9 to set a date for industrial action. Should North Derbyshire and delegates from the North-east switch sides after the talks, the

result would be reversed.

The corporation accused Mr Arthur Scargill, NUM president, of pre-empting the union's national executive by demanding the corporation's proposed amendments to the code before the union's executive could consider them.

The announcement of the date for talks came as Mr Scargill accused the corporation of hypocrisy over its insistence that disciplinary procedures cannot include independent arbitration.

Mr Scargill said British Coal had abided by the adjudication of an independent arbiter in a dispute in August in the South Yorkshire colliery. The dispute

centred on whether two miners, reinstated following their dismissal from Hickleton colliery during the 1984-85 strike, should be paid an allowance for being re-employed at nearby Markham Main colliery.

The arbiter from Acas, the conciliation service, found in the union's favour. Mr Scargill said this was clear evidence the corporation was prepared to involve independent arbiters in disciplinary issues.

British Coal said the use of an independent arbiter in the case had no bearing on the disciplinary code as the payment of allowances to miners transferring pits was not a disciplinary matter.

## Statutory minimum pay 'will cut unemployment'

A STATUTORY minimum wage of half average earnings would increase the national wage bill by less than 1 per cent and reduce unemployment by at least 10,000, according to a report published yesterday.

The report, by two members of the Cambridge University Department of Applied Economics, was commissioned by three unions to support their arguments that low wages discourage investment and cause inefficiency.

It includes an analysis of the effect in various sectors of the economy of setting a minimum wage rate, and calculates that one of half average earnings—£2.40 an hour—would help 3.5m low paid workers.

Mr Rodney Bickerstaffe,

general secretary of the Public Services Union, NUPE, said yesterday that the report was a "damning indictment of government policies."

The report—Cheap Labour: Britain's false economy, by Dr Peter Brown and Mr Frank Wilkinson—calculates that such a minimum wage would cost an additional £392m, but that tax revenue would increase by about £700m and there would be additional savings through reduced benefit payments.

It was commissioned by NUPE, the GMB general union and the USDAW shopworkers' union. Mr John Edmonds, GMB general secretary said that it undermines the "shabby argument" that a minimum wage would be a drain on the economy.

## CEGB break-up would be 'costly and inefficient'

A PAPER arguing that the breaking up of the Central Electricity Generating Board would be impractical and raise costs was published yesterday by the Institution of Engineers and Managers' Association.

The paper, prepared for Mr Cecil Parkinson, the Energy Secretary, says that effective competition on the generation of national power is not possible and a CEGB break-up would lower efficiency. It adds that such a break-up would also create "unprecedented staffing complexities" and the association would be bound to oppose such a move on the grounds of staff interest alone.

Separating the national grid as part of any break-up would be "destabilising, confusing,

inefficient, and costly to the electricity consumer," it says. The paper, from the EMA's electrical power engineers section, is being submitted to Mr Parkinson in the lead-up to the first Cabinet committee meeting to discuss privatisation of the electrical supply industry will be carried out.

**Ferry safety call**  
A MOTION calling for the Government and international agencies to ensure there could be no repetition of the Zeebrugge ferry disaster was passed by congress after an impassioned speech on behalf of the Herald of Free Enterprise's crew.

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## UK NEWS

LBS joins  
FT to offer  
design  
award

Financial Times Reporter

THE FINANCIAL TIMES and London Business School have announced their first joint Design Management Award competition.

The award, which ranges from £1,000 to £5,000, is intended to recognise organisations that demonstrate a thorough commitment to design and successful management of it across their range of activities, including products and services, communications, and environment.

The competition is open to all companies and organisations in the UK, whether in the private or public sector, provided they generate and carry out a broad range of design work in Britain. Organisations that provide design services or promote design are not eligible. The winner will be announced and presented with the award in mid-1988, and the closing date for entries is November 16.

The judging panel for the FT/LBS award comprises executives, design managers and others from a wide range of organisations in addition to the FT and LBS. They include APV/Baker, engineering manufacturer; DEGW (architecture and space planning); 3i (corporate finance); Martin Lighting; Penhaligon (perfumery and retailing); Sabre International Textiles (clothing).

Adjudication will be carried out under the guidance of a committee comprising James Pidditch (chairman), founder of AID, one of Britain's largest design consultancies and council member of the Royal Society of Arts; Frank Barlow, chief executive, Financial Times; Simon Hornby, chairman of the Design Council; David Maroni, a director of British Olivetti; and Sir Peter Parker, chairman of the LBS Design Management Unit Advisory Committee.

Application forms may be obtained from Peter Gorb at London Business School, Sussex Place, Regent's Park, London NW1 4SA.

## Why islands are facing job curbs

JERSEY and Guernsey are looking to employment controls to try to resolve their main difficulty: the effect on housing and social services of rapid economic growth.

Alarm was felt in both islands at the rate of immigration disclosed by the last census. It showed that over the previous five years, Jersey's population had risen by 4,182 and Guernsey's by 2,188. The indications are that immigration has continued high since the census in March 1986.

Jersey's main response has been to extend powers under the island's Regulation of Undertakings and Development Law, introduced in 1978 to limit job creation by controlling building and the setting up of new businesses.

Until now, the law has allowed the statutory finance and economics committee to control the number of new staff employed only when a business is enlarging premises or moving to new ones.

The States, the island's parliament, passed an amendment on August 18 requiring a licence for any business, including the self-employed, to take on extra staff. Dispensations are expected for sectors such as tourism and building, which need to import seasonal or other short-term labour. All employers except the self-employed will have to submit quarterly returns of staff on their payrolls.

Although the new controls were agreed in principle by local MPs in January, there was unprecedented opposition from the island's professional and business community when the

enabling legislation came before the States.

The Jersey Bankers' Association, Institute of Directors, Jersey Chamber of Commerce and Industry and clearing bank managers joined in giving warnings that the proposed measures would be unworkable and endanger economic growth.

But in spite of the strong lobbying, the legislation had a

Guernsey has nothing comparable to Jersey's Regulation of Undertakings and Development Law, and the island's advisory and finance committee appears reluctant to bring in such a sweeping control.

The committee plans instead to introduce a system of what are in effect work permits, described officially as employment licences. Anyone arriv-

ing on the island's social structure and environment.

Although there have been signs of impending strong opposition from the business community — mostly, so far, privately-voiced — the real public debate in Guernsey has yet to take place. The 527-strong chamber of commerce has been circulating members with the cases for and against the employment controls and inviting their views.

The case in favour is that the island's housing laws, the only existing brake on population growth, have not proved an adequate control. Of the alternatives "employment licences would put the least burden on the local population and are considered to be the least complex form of control," explains the chamber.

The chamber's more detailed case against the new measures, questions whether employment licences will check the growth of job opportunities. It warns that one result is likely to be a local wage explosion, reducing the competitiveness of Guernsey's industries and putting some firms out of business.

The proposed annual allocation of licences to different economic sectors is seen as requiring complicated and labour-intensive official investigation.

It is also argued that the employment controls would take away one of the main attractions of setting up a business in Guernsey, described as "freedom from bureaucratic control and petty restrictions," and threaten business confidence and future investment.

The Channel Islands  
are acting to restrict  
rapid population growth,  
reports Edward Owen

surprisingly easy passage through the States, and no member seriously challenged it.

Senator Reg Jeune, president of the finance and economics committee, has given assurances that the controls will not hamper worthwhile business expansion. His committee is to meet professional and business organisations for detailed discussions before the new law is implemented.

Meanwhile, Guernsey's proposed new employment controls are due to be debated by that island's parliament on September 30. There has been some lobbying to postpone the debate until November, when a report on the local economy by consultants Peak Marwick McIntock should have been published.

ing in the island on or after July 24 this year would need a licence to take a job or set up in business. The number of licences available to each sector of the economy would be decided annually.

People living in Guernsey on July 24 would not be affected unless they changed their jobs. They would then have to produce either an exemption certificate showing they were in the island on the prescribed date or a "status declaration" proving they had residential qualifications.

The committee says a preliminary report by Peak Marwick McIntock has given a warning that continued economic growth at the present rate might put "unsustainable"

## BA-BCal 'should yield routes'

BY JAMES BUXTON, SCOTTISH CORRESPONDENT

A MERGED British Airways and British Caledonian should relinquish some of its European routes to airlines such as British Midland and Dan-Air, the Scottish Council of Development and Industry recommends in a submission to the Monopolies and Mergers Commission on the proposed merger of the two airlines.

The council, which represents businessmen as well as other groups in Scotland, says it does not welcome the merger but accepts that it is "the best and possibly the only solution in current circumstances."

It says British Caledonian's

difficulties are largely the result of the Government refusal to grant it enough routes.

The council does not expect the merger to result in any loss of choice on routes between London and Scotland, provided British Midland and Dan-Air keep their existing services on those routes.

However, it fears that those airlines' services might be at risk in the long term because they do not have the same possibilities as British Airways and British Caledonian to cross-subsidise them from other routes.

It says both British Airways and British Caledonian have said for many years that their Anglo-Scottish routes are unprofitable and can only be justified as feeders for other services.

The council, therefore, suggests that if the merged group relinquishes some European services on which both British Airways and British Caledonian compete, the Government should give first consideration to applications for them from British Midland and Dan-Air, to strengthen those airlines' networks from Heathrow and Gatwick.

Consumption of  
alcohol rising  
brewers claim

Financial Times Reporter

BRITAIN IS now 20th in the world league table for alcohol consumption, having moved up from 22nd place the year before, according to annual figures published yesterday by the Brewers' Society.

Total consumption is now 7.1 litres a head of pure alcohol a year, compared with 7.0 litres, well behind France, which is at the top of the league with 12.9 litres.

Britain is also 20th in the world spirit league, drinking 4.3 litres each a year, after having moved up from 21st.

In Memoriam

ANDREW K. MARCKWALD

Former Director and President

of

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on

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Privatbankiers

Bank Sarasin &amp; Cie.

Privatbank und  
Verwaltungsgesellschaft

Gruppe Zürcher Privatbankiers

Schweizerische Kantonalbanken

Banca della Svizzera Italiana

Bank Hofmann AG

Bank Comtrade AG

Schweizerische Depositen-  
und Kreditbank

Banque Romande

Bank in Liechtenstein  
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# March of the modular

Nick Garnett examines lift truck production methods at Jungheinrich

IT IS AN uncomfortable fact of life for the manufacturers of most types of machinery that the world labour under huge amounts of overcapacity in production plant.

Many equipment producers react to this by doing very little. They continue to employ the same manufacturing techniques they have used for years. Survival becomes a matter of faith and often the result of luck.

Other companies strive to snatch any and every competitive advantage. Believing that many of the battles that will sort out the winners from the losers have yet to be fought.

Lift truck manufacturing is one example of the way some of the more forward-thinking producers are beginning to adopt a similar philosophy towards designing and assembling forklifts in order to lower production costs. At the heart of the techniques which they are introducing is what is often referred to as 'modular' building.

A number of companies, including Linde, the large West German manufacturer, have moved into this type of production. And Lansing Bagnall of the UK has adopted the same philosophy for order-pickers and hand-pallet trucks made at its West German plant.

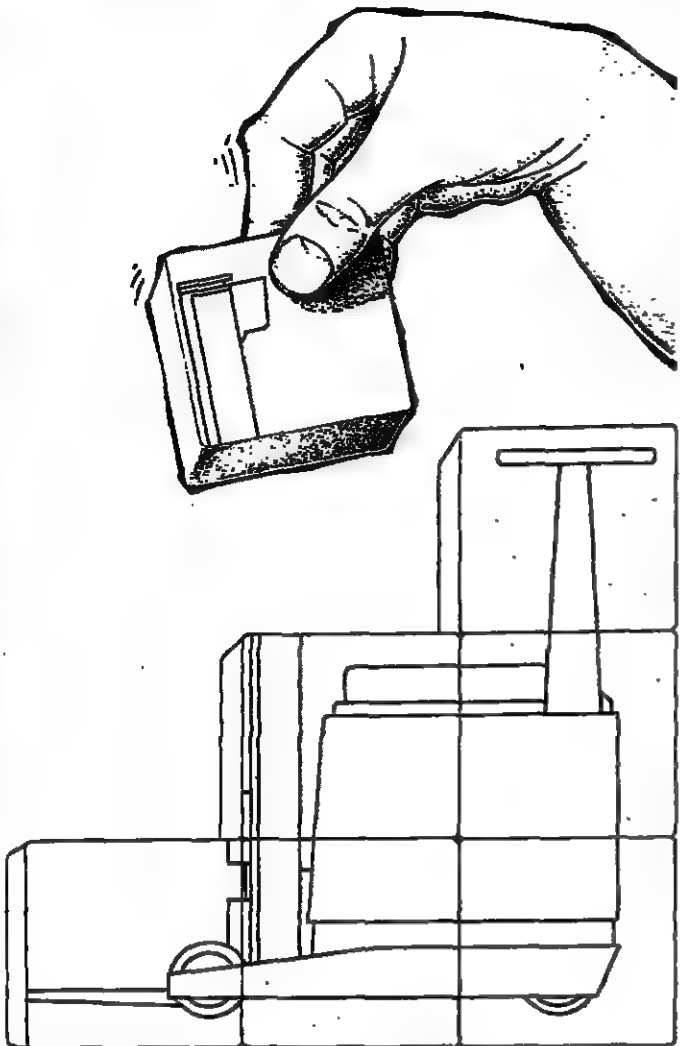
But it is Jungheinrich, the West German producer of specialist reach trucks, hand-pallet trucks and narrow-aisle vehicles used in warehousing and distribution, which claims to have taken this concept further than anyone else.

Eckhardt Kottkamp, Jungheinrich's technical director explains the philosophy: "You have to aim for the lowest number of parts to get the highest number of variations offered to the customer. Everything is measured against that goal."

"Those companies in the fiercely competitive lift truck industry which do not follow this route will have a hard time."

Proving that in mature businesses heavy capital investment is still part of the game the new manufacturing programme at Jungheinrich is linked to a relatively new plant built by the company at Nordstedt, Hamburg in the early 1980s. The cost of this plant and its steady conversion to modular assembly has been DM65m (£22m). Further expenditure, well into double figures, is likely to be made on new plant for component manufacturing.

Lift trucks are made up of several component groupings. These include the chassis, car-



rying mast, driver's compartment and drive unit.

With the help of computer aided design and engineering, Jungheinrich has now simplified its component range by obtaining what it says is the best mix between optimising performance of a truck and the need to reduce variations in componentry to the lowest possible cost level.

This is important because a typical reach truck - where the mast moves forward hydraulically from the body - is made up of about 1,000 components. Customers require a wide range of configurations based on mast height, driver cab specifications and battery sizes to power the motors. The size of the battery also governs the type of chassis necessary to meet the specification demanded by the

customer.

In most lift truck plants, assembly of each of the main elements that make up a lift truck is carried out in one factory area. All the masts for example for all the different types and sizes of trucks a company makes are assembled at one location. In the plant while all the chassis are put together somewhere else.

At Jungheinrich the use of computer aided design and modular assembly methods is changing the face of the shop floor. Now, Nordstedt is being reorganised into product lines. For example, there is one line for reach trucks. On this line all assembly work for that model range will be carried out, and the vehicle put together rather like a Lego set. This line concept starts at the welding pro-

cess, further into metal manufacturing than at any other lift truck plant, the company says.

So far Jungheinrich's reach trucks are based on fully fledged 'modular systems engineering' and this will be followed soon by powered-pallet trucks and stacker vehicles.

Jungheinrich has encountered many difficulties in changing its production methods. Perhaps inevitably it ran into difficulties with some of its computer software and the whole system is taking considerably longer than expected to install. The programme will eventually stretch over three to four years.

But Kottkamp says total production costs using the company's new production methods can be reduced by about 10 per cent, and perhaps by more.

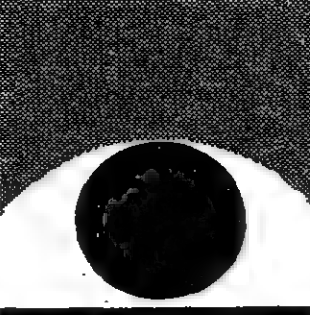
Another major benefit, he says, is that it should be easier to organise the flow of components around the factory and reduce inventories closer to just-in-time levels. "Function" cells along the line, which will be responsible for building up sections of the truck, are beginning to control their own materials through computer terminals linked to a central computer. Jungheinrich's aim is to bring inventories down to four weeks' stock and to reduce its own delivery times to two weeks from the initial order.

Hyster, a large US lift truck company, has probably gone further down the road than anyone else on automating manufacturing. But Kottkamp says Jungheinrich's view is that it should try and automate only where it can. "Automation has no purpose in its own right," he explains.

Computer aided engineering is a big boon to the company. It has been crucial in mast design for new ranges of forklifts. Starting with 30 possible basic mast designs, engineers whittled these down to three and then to one design offering what the company says is the optimum balance between size, strength and flexibility. However, Kottkamp believes that it will not be necessary to link up computer aided design equipment direct to the shopfloor in order to drive production machine tools.

There is one irony about these new systems of assembly and component supply which has not been lost on lift-truck makers. As manufacturers, they will themselves require fewer forklifts in their own factories. "That is for sure," says Kottkamp.

## WORTH WATCHING



Edited by Geoffrey Charlton

### Massey reaps a better harvest

MASSEY-FERGUSON has developed a computer-based system for its M-F 35 combine harvester that allows farmers to get accurate information about their crop yields while harvesting is in progress.

While moving over the field, the operator can check on the cereal yield at any place and a clear picture can be built up about the 'good' and 'bad' locations. Accordingly, subsequent cultivation can then be planned to achieve the most cost-effective outputs from each field.

A lot of other information, some of it graphical, is provided on a nine-inch TV screen mounted at eye level in the cab. For example, the operator can call up data about machine supervision, harvesting and servicing. Any on-screen information can be printed out if desired.

### How industry can take a firmer grip

BOSTIK, THE UK adhesive manufacturer, has developed Supergrip 2500, a product which it believes will offer important advantages to industry.

Manufacturers customarily use either hot-melt adhesives, which have the advantage of rapid setting and easy application, or epoxy systems which may take time to cure but offer great strength and are not subject to re-melting if subject to high enough temperatures.

Supergrip imitates the action of hot-melt products initially, but then goes on to cure like an epoxy resin, giving strength and durability without loss of elasticity. An added advantage is that Supergrip 2500 can be used at relatively low temperatures and so can be used to join heat-sensitive materials.

Bostik foresees wide use, from car manufacture to fur-

ture making. It points out that there is no need for fume extraction, no unpleasant odours, no pre-mixing of adhesive components, no need to clamp joined parts for hours and no worries about the pot life of the adhesive.

### Ford mechanics get expert advice

IT IS ALL very well having clever new electronic features in your car, but what happens if they go wrong? The average automobile mechanic is not trained to deal with, for example, microprocessor speed control systems, writes Louise Kehoe in San Francisco.

To address this problem, Ford's Parts and Service Division has developed a computerised 'expert system' for use by its US dealerships. The computer system, which has the ability to make human-like judgments, can be hooked up to the vehicle's on-board computers to diagnose problems. Once the problem is identified it will advise the technician of the correct repair procedures.

The Service Bay Diagnostic System is currently in pilot use in a number of US dealerships and is scheduled to be installed in all of Ford's US service stations next year.

According to Ford, the system will be regularly updated with repair record data from dealers and with service bulletins, shop manual procedures and other pertinent information.

Ford will enter repair procedure information, while the dealers will contribute the repair record of each customer's vehicle.

The Ford SEDS system will also contain a portable computer, designed by Hewlett-Packard. This can be hooked up to the car's computer while it is being driven, and should help to diagnose the intermittent problems that drivers experience on the road, but which vanish when the car is brought in for service or repair.

### GE does some straight talking

WHAT CAN a computer do if told to 'get to grips' with a problem and 'stop grasping at straws'? Very little, according to a research team at the General Electric Research and Development Center in New York.

This is simply because the computer is unable to 'make head or tail' of idiomatic English. But the GE team thinks it should be possible to address machines in this way and is trying to train them to cope.

We have learned to live with the basic stupidity of computers," says Uri Zernik, a mem-

ber of the GE unit. "They can't deal with natural English even at the level of a two-year-old child. As a result, we have to communicate with them in special languages that are difficult for people to learn and limited in flexibility." Indeed, these computer languages are still the basic stumbling block for people encountering computers for the first time.

Eventually, humans learning a foreign language manage to puzzle out what the idioms mean. So the research team is trying to discover exactly how they do it and is attempting to program computers to simulate the language learning process.

GE says that the object of the research is not just to make life easier for computer programmers. The idea is to turn computers into 'smart' machines in 100 of its 260 branches. The system greatly reduces time spent on paperwork, since sales transactions are recorded electronically and the terminals produce credit vouchers automatically, reducing waiting time to a minimum. Software development was conducted with Piquet Computer Systems of Nottingham, which is seen to launch a product for general sale based on the Stead and Simpson system.

### Heat changes made crystal clear

TEMPERATURE REMAINS the most frequently measured quantity in industries making anything from bread to petrochemicals. But according to Heraeus Silica and Metals of Weybridge in the UK, conventional methods of doing the job have reached the limits of their technical ability.

Present techniques usually involve either change of electrical resistance with temperature, or the thermocouple, a device producing similar results. Heraeus believes such processes cannot always meet present day requirements of precision, long-term stability or reliability. Its German parent company Heraeus GmbH has, therefore, developed a sensor based on the quartz crystal.

Such crystals can be cut to have a specific natural resonant frequency which is affected only by temperature. They are very precise and are used, for example, in a constant temperature enclosure, to determine the frequency of radio transmitters.

In the Heraeus system, temperature changes produce frequency changes which are converted to a pulse signal for transmission. The company can multiplex (send at the same time) up to 16 temperature measurements down the same cable, a microprocessor receiving unit linearises the readings (makes the output proportional to the temperature input) and generates signals that can be used for display systems or for process control purposes.

The system, called QuazT, is accurate to 0.1 deg C in the -20 to +120 deg C range, but can

There may be equivalents but there are no equals



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cover -40 to +300 deg C at less accuracy.

### A step away from the paperwork

STEAD and Simpson of Leicester, one of Britain's big shoe retailers, is installing ICL electronic point-of-sale terminals in 100 of its 260 branches.

The system greatly reduces time spent on paperwork, since sales transactions are recorded electronically and the terminals produce credit vouchers automatically, reducing waiting time to a minimum. Software development was conducted with Piquet Computer Systems of Nottingham, which is seen to launch a product for general sale based on the Stead and Simpson system.

### Wheel turns towards no-hands dialling

WITH A system from ECT Cellular of London that obviates dialling, calls can be made safely on a car phone while driving. The driver speaks the wanted number into a hands-free microphone (mounted close to the sun visor).

This unit dials the number and makes the connections. It can also remember 40 names, so when it hears 'call office' the system, known as Call-maid, will dial the right number.

### Siemens launches offshore venture

SIEMENS, the West German electrical group, has entered the offshore equipment industry with a new UK company called Sheerway Technology Group (STG).

STG is offering a consultancy and design service for the development of subsea production systems, prototype components and marginal oil/gas field technology.

CONTACTS: Massey Ferguson: UK office, 1020 30400; Seattle: UK, 0633 510015; GE Schenectady Laboratories: US, 518 387 6204; Heraeus Silica and Metals: UK, 06222 42014; Piquet Computer Services: 0622 819718; ECT Cellular: London, 444 8125; Siemens: UK office, 0633 785881.

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- ☐ 21-25 August International Council of Psychologists (ICP) Meeting
- ☐ October/November Airlines Electronic Engineering Committee Airlines International Electronics Meeting
- ☐ 20-25 November 38th International Organisation for Motor Trades and Repairs (IOMTR) Congress

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Organisations which provide design services or promote design are not eligible to apply.

The closing date for entries is the 16th November 1987

For full details of the award and a copy of the entry form please contact:  
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# How graduates fared

BY MICHAEL DIXON

TIMES have changed since the information in the accompanying table was dismissed by an indignant professor as "utterly irrelevant to the function of a university."

What the table attempts to assess is how well the United Kingdom universities' new graduates fared in the employment market. And the professor was one of many academics who in those days - only about a decade ago - resisted the idea that enabling students to obtain jobs was one of the objects of degree-level courses of study.

Today the UK higher educational institutions generally seem to accept that part, although of course not the whole, of their purpose is to equip their degree-winners to work in the economy. Moreover, as the result of a bit of prodding by the Government, there is much interest in universities and the like in the development of performance-indicators suitable for measuring the institutions' effectiveness by appropriate practical as well as academic criteria.

The 'employability league table', which has been appearing in the FT annually for the past 17 years, sets out to provide one such indicator. The latest version alongside compiled from figures just published by the Universities' Statistical Record, relates to students who gained bachelor's degrees at the various institutions last year.

Reading across the table from the left, we first have the uni-

versity's name and its total 1986 output of bachelor-level graduates classified as domiciled in the UK. The next column shows the percentage of the total who, by December 31 when each institution checked on its recent degree-winners' whereabouts, could no longer be traced.

Then comes the numbers whose whereabouts were known, followed by the percentages of the knowns who had gone respectively into jobs of a longer-term duration, or into further full-time study or training.

What determines each university's position in the ranking, however, is the next column: "Short-term work or not employed 1986". That column covers the graduates who were known to be in three particular categories. The first is those in a temporary job expected to last no more than about three months. The second is those who as at December 31 were still seeking employment. The other is people who were not available for employment, as distinct from being already on somebody's payroll at the time they graduated.

The Universities' Statistical Record does not explain why those people were not available for employment, which is a pity. For although they still constitute only a small proportion of the total, their numbers have increased markedly over the past few years. A decade ago the not-available constituted only about 12 of every 1,000 of the

men graduates whose whereabouts were known, and 24 per 1,000 of the women. The corresponding figures last year were just over 26 of every 1,000 men, and 40 of every 1,000 women.

One possible explanation is that some of the institutions have lately taken in increased numbers of older people to read for a degree after retirement. But another - which, although I am sad to mention it, is by no means unlikely - is that in certain cases universities are assigning people to the not-available category as a means of keeping down the numbers of their new graduates recorded as still seeking jobs.

For one of the deficiencies of the employability league table as a performance indicator is that it is based on statistics provided by the individual universities, which are not audited. As a result, even though deliberate "cheating" is probably rare, there are liable to be variances in the criteria different institutions use for deciding such things as whether or not a graduate on whose whereabouts they have only hearsay evidence should be designated untraced.

A further drawback is that the table makes no adjustment for the in-built job-market advantage enjoyed by universities with a higher-than-average proportion of their graduates in strongly employable subjects like electronic engineering. Even so, provided such deficiencies are borne in mind, the results make instructive reading.

University	Total of new UK graduates	% not traced as at 31/12/86	No. whose destination was known at 31/12/86	% of those of known destination who were in:	Short-term work or not employed 1986	(Short-term work or not employed 1985)
Brunel	469	4.9	446	77.1	15.5	7.4
City of London	516	5.4	488	85.7	5.3	9.0
Dundee	575	9.9	518	56.9	33.8	9.3
UNIST*	715	8.3	656	78.0	12.6	9.5
Durham	1,251	14.5	1,069	57.8	32.3	9.9
Bath	775	2.8	753	75.6	14.2	10.2
Strathclyde	1,343	6.6	1,255	68.1	21.5	10.4
Bradford	921	4.8	877	79.2	10.3	10.5
Newcastle	1,709	18.0	1,401	69.1	20.3	10.6
Aston	758	10.4	679	76.9	12.5	10.6
Surrey	549	11.6	503	74.8	13.7	11.5
Oxford	2,582	7.6	2,387	54.0	34.2	11.8
Warwick	1,342	11.2	1,192	63.9	24.3	11.8
Salford	719	8.6	657	72.9	15.1	12.0
Cambridge	2,641	10.2	2,368	51.4	36.4	12.2
Glasgow	2,115	9.0	2,052	55.8	31.6	12.6
Leicester	1,119	9.5	1,013	54.3	33.1	12.6
Aberdeen	2,018	16.0	1,695	62.5	24.8	12.7
Birmingham	1,422	3.4	1,373	50.6	36.6	12.8
Queen's Belfast	702	7.7	648	44.9	42.3	12.8
St Andrews	1,230	19.0	996	60.7	26.2	13.1
Exeter	1,599	6.6	1,494	65.3	21.3	13.4
Nottingham	581	4.1	557	69.8	16.7	13.5
Lancaster	1,168	10.5	1,045	63.4	22.9	13.7
Southampton	1,459	10.1	1,311	65.0	21.0	14.0
Manchester	2,528	8.6	2,311	61.0	24.8	14.2
Loughborough	1,114	9.4	1,009	54.7	31.0	14.4
Reading	1,128	7.4	1,045	65.3	20.1	14.6
London	7,987	20.8	6,326	62.7	22.6	14.7
Sheffield	1,774	5.3	1,680	60.7	24.2	15.1
Wales	4,058	7.0	3,772	54.9	29.9	15.2
Keele	540	9.1	491	52.5	32.2	15.3
Edinburgh	1,861	14.2	1,596	55.0	29.2	15.8
Hull	1,188	10.5	1,073	57.9	26.2	15.9
York	843	7.6	779	55.2	28.6	16.0
Bristol	1,645	8.9	1,499	58.2	25.1	16.7
Kent	910	7.6	841	60.8	21.5	17.7
Essex	549	11.5	486	50.6	31.3	18.1
Liverpool	1,751	9.1	1,592	58.4	33.4	18.2
Stirling	2,236	9.0	2,132	55.8	25.2	18.9
East Anglia	595	7.4	551	60.1	20.1	19.8
Sussex	972	12.0	855	49.7	28.8	21.5
Ulster	884	11.4	783	55.5	24.4	22.1
Overall	1,417	8.8	1,293	57.2	19.7	23.1

\*University of Manchester Institute of Science and Technology

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No candidate will be referred to our client without his or her prior approval.

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## WEST GERMAN BANKING

Haig Simonian on a German bank's management consultancy move

## Deutsche Bank turns headhunter

DOMESTIC CRITICS say Deutsche Bank already knows more about West German big business than is good for it. The swap it engineered last month between one chief executive for another at Daimler-Benz, the country's largest industrial concern, where Mr. Alfred Herrhausen, the bank's co-speaker, is chairman of the supervisory board, was just grist to the mill.

Now those who see Deutsche Bank's hand behind most of the twists and turns in German corporate life are warning of a stranglehold after its decision to take a stake in Roland Berger and Partner, the country's leading home-grown management consultant.

Germany's largest bank and the world's 14th biggest financial institution, Deutsche Bank is aware of criticisms of conflict of interest and monopoly power. Few industrial groups would want to wash their dirty linen in front of a bank-owned consultancy, no matter how high the Chinese walls between them. Fewer still may be keen to do so if the consultancy belongs to Deutsche Bank.

The bank realises its consultancy side is bound to suffer in the short term as certain clients shy away. But it hopes in time that losses will be more than made up by new business from its own small corporate clients at home and from big non-German groups abroad.

For Deutsche Bank is convinced that consultancy is the third branch of business it must develop after commercial and investment banking, in order to position itself competitively among the world's top banks.

Buying into a top management consultancy may be unusual, if not inimical, to US or UK bankers—let alone companies—accustomed to a much wider separation of powers. But Deutsche's Bank's example cannot be ignored. And if, in the course of time, it seems to be paying off, foreign bankers may have to reconsider.

After all, Deutsche Bank's track record is hardly bad. It is by far the leading bank in Germany, having consolidated its position after upsets caused by interest rate mismatches at both Dresdner Bank and Commerzbank, its two smaller rivals, in the early 1980s.

Since then, it has hardly looked back. Deutsche Bank now serves more of Germany's big companies than any of its competitors, and is unchallenged when it comes to new bond issues or stock market flotations.

Its reputation is partly earned and partly self-fulfilling. The bank is well-managed, especially at home, while financially it is as solid as the massive granite sculpture that adorns the entrance to its Frankfurt headquarters. Capital ratios and asset quality are high, while native caution and prudent provisioning mean it has been less affected by third-world lending problems than most of its foreign rivals.

The bank wants to export its success abroad. Deutsche Bank is in the thick of an "investment phase," according to Mr. Herrhausen, that it hopes will in time make it the leading bank in Europe.

Deutsche Bank's recent record in international financial banking has been impressive, apart from the occasional hiccup which has again revealed an uncertainty in how to deal with difficulties once out in the open.

The decision to move its new business for non-Dutchmark Eurobonds from Frankfurt to London two years ago caused a stir in Germany that has not been forgotten and probably helped push the Bundesbank into reforming the domestic capital markets.

Since then, Deutsche Bank Capital Markets (DBCM), based in London, has developed into a major force in the Eurobond new issues business. Only the recent rise of Japanese securities houses has dislodged DBCM from its regular position virtually at the top of the league table for new Eurobond issues.

However, the reaction at Deutsche Bank's Frankfurt headquarters to the severe problems faced in placing the \$2.1bn international sale of shares in Fiat, the Italian motor group, in September last year revealed a surprising lack of self-assurance for a top-notch international bank. Senior management seemed unprepared for the widespread criticism which arose, and for the fact that some middle-ranking London-based executives were being quoted in the international press. If Deutsche Bank comments at all, it comments from the top.

Does aversion to publicity explain why the bank's other main London investment banking venture, its 4.9 per cent stake of Morgan Grenfell, the UK merchant bank, has been kept so low key?

The stake has sparked regular speculation as to whether

Deutsche Bank will one day launch a full bid. It might. But if it does, it will not be rushed and will almost certainly if any sign of a contested bid comes along.

Deutsche Bank intends to develop into "a wide-ranging multinational services concern." By buying a 24 per cent stake in Roland Berger, which it intends to raise to 75.1 per cent by the end of next year, it hopes to get a head start on most of its rivals. "We are



Mr Alfred Herrhausen—wants to export success abroad

developing an additional advisory potential which in the not too distant future is bound to be part of the product range of an internationally operating bank," reckons Mr Herrhausen.

Deutsche Bank is no slouch in advising on financial matters as it is. It has even touched on strategic consultancy through its subsidiary, DB Consult, which works on mergers and acquisitions. The bank itself provides an array of computer-supported data services and electronic cash management, while it also has a 33 per cent stake in Vaubel & Partners, a Tokyo consulting firm.

But buying into Roland Berger is an altogether bigger step. The company, founded in 1967, has 31 partners and a total staff of 250, about 180 of whom are professional consultants. Apart from "classic" strategic consulting, it also covers a range of other activities including marketing, organisation and personnel policy.

Its client list neatly reflects Deutsche Bank's own blue chip

portfolio. Roland Berger advises 18 of Germany's top 20 industrial groups, as well as eight of the 10 leading banks. Among its industrial clients have been Arbed Saarstahl, the troubled steel group, and, more recently, Messerschmitt-Böckow-Blom, the country's leading aerospace company.

The bank is setting great store by the potential synergy of the deal. More than 95 per cent of the 150,000 corporate clients are small and middle-sized companies, says Mr Herbert Zaepf, director responsible for corporate business. Moreover, about half of all corporate deposits and loans come from companies with sales of up to DM 50m (\$27.78m), or about 75 per cent if the figure is lifted to DM 250m in sales, he says.

Those customers have steadily been asking for more advice. With Roland Berger, the bank is planning to set up a company, Deutsche Gesellschaft fuer Unternehmensberatung, based in Munich, specifically to cater for the consulting needs of such small and medium-sized businesses.

Abroad, Roland Berger & Partner and DB Consult will be brought together as a first step to provide a broader range of consultancy and M&A (mergers and acquisitions) advice. M&A is being heavily stressed, partly because German companies are increasingly investing abroad. Direct investments last year amounted to some DM 21bn, according to Mr Berger. Moreover, M&A is the most important gap to be plugged in the bank's present range of services.

German banks have traditionally been weak in M&A, and companies have had to turn to Wall Street investment banks or UK merchant banks instead.

Outside Germany, the bank will try to exploit the synergy of its consultancy link in Italy and Spain, where Roland Berger is already represented, first of all. The two countries also conveniently tie in with its known expansion plans. Later, the service will be extended to the UK and France, and then world-wide.

Mr Herrhausen has declined to say whether buying into Roland Berger is Deutsche Bank's last word in the consultancy business. It is probably not, though he denies it has any further acquisition plans up its sleeve at present. However, "if opportunities are offered in the market we will look at them carefully," he says.

This announcement appears as a matter of record only.

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CHEMICAL INVESTMENT BANK

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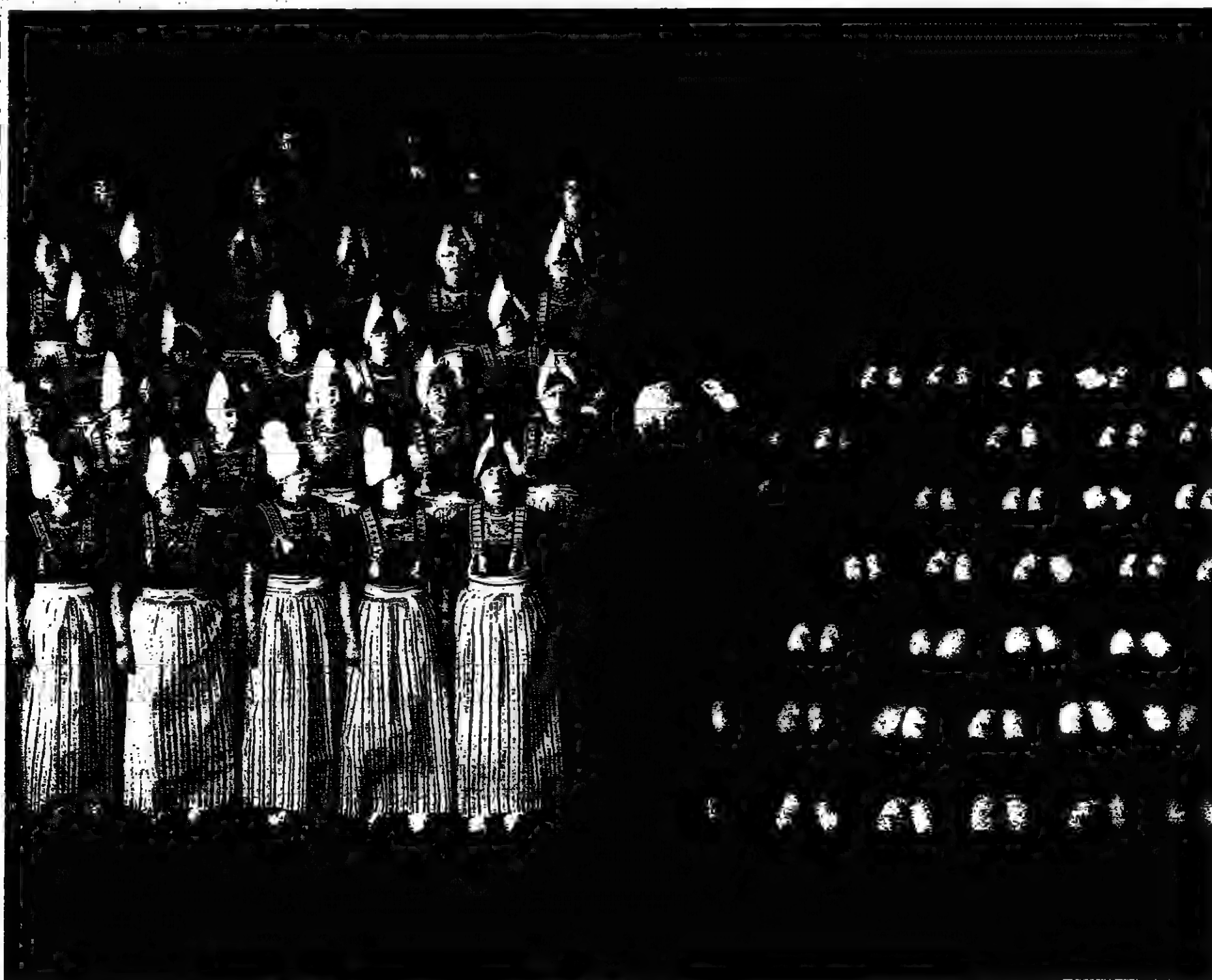
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currency advisory systems.

Candidates will ideally be graduates, with an appropriate professional qualification, and have experience in a Corporate Treasury department.

An attractive remuneration package will be offered for the successful candidate and prospects for personal development in the Group are excellent.

Please write with full C.V. or telephone for an application form to: Richard Dubeck, Personnel Manager, B.A.T. Industries plc., Windsor House, 50 Victoria Street, London SW1H 0NL. Tel: 01-222 7979.

BAT INDUSTRIES

### SENIOR ANALYST Fixed Income Securities

Opportunity to make a major impact with an aggressive, fast-growing firm. Successful U.S. investment advisory firm seeks a London-based bond market professional to provide our clients with analysis of the international fixed-income markets. This position represents a significant opportunity to become a major influence with capital markets decision makers worldwide.

The ideal candidate will have strong written and verbal skills, as well as a solid technical chartist background. Expertise in U.K. Gilts, U.S. Treasuries and other major government bond cash and futures markets is highly desirable. An attractive compensation package will be negotiated.

### SALES SUPPORT EXECUTIVE

We also have an opportunity for a recent graduate, probably aged 23-27, to help support our firm's European sales and marketing efforts. Enthusiasm, initiative and willingness to learn are essential. An economics degree or a financial markets background would be a big plus. This position offers exposure to key players in the financial services industry, and has the potential to evolve into a full time sales role. An attractive salary will be offered.

All candidates should reply, with full C.V., in strict confidence to:

Mr. Cameron Lochhead,  
Technical Data International,  
50 Gresham Street, London, EC2V 7AY.

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ext 4177  
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ext 4676  
Elizabeth Rowan  
ext 3456

## ECONOMIST

### FX and Money Markets

Midland Bank Group Treasury is one of the most significant and influential participants in the foreign exchange market. It operates as part of Midland Montagu, the investment banking and securities arm of the Midland Bank Group.

A graduate Economist is sought who has at least one year's work experience, preferably gained in a foreign exchange environment.

As part of a small team, the work will predominantly involve the analysis and forecasting of trends in the foreign exchange and money markets. Through this role the

successful candidate can anticipate gaining valuable experience in this key area leading to a variety of career options.

Salary will fully reflect the level of experience and expertise that the successful candidate can bring and apply to the job. Benefits include mortgage subsidy, profit sharing, non-contributory pension scheme and family medical care.

Please write with full personal and career details to Carolyn J. Bland, Manager, Personnel Operations, Midland Montagu, 10 Lower Thames Street, London EC3R 6AE. Tel: 01-260 9800.



### Midland Bank Group Treasury

## TECHNICAL SUPPORT CONSULTANT IBM SYSTEM 38

Royal Trust Bank (Jersey) Limited provides international private banking services and is part of the Royal Trust Group. Royal Trust is the largest trust company in Canada and has an established and rapidly expanding international presence through 14 offices in key financial centres of Europe and the Pacific Rim.

Over the last three years our Jersey operations have made a major investment in the upgrading of computer hardware and the implementation of sophisticated computer software. This will enable us to cope with our continuous expansion.

In order to compliment and strengthen our Jersey systems development we now wish to recruit, on a permanent basis, a technical support consultant who is fully-experienced in all aspects of system 38 operations and who also has a knowledge of programming. The brief is:-

- To assist in the ongoing development of the Company's computer programming requirements.
- To identify areas of the Company's operations that can be made more efficient through the further use of computing power.
- To assist in the design of and implement a programme which will allow the company to achieve its currently stated objectives.
- To further train our existing computer personnel such that they are able to achieve a higher level of understanding and to increase their own level of expertise.

### Overall Requirements:-

- At least three years experience in system 38 operations or large IBM installations.
- Knowledge and experience to use all system 38 facilities and associated peripherals.
- Extensive programming knowledge in RPG 111 and Cobol.
- Co-ordination of project methodology with both users and technical staff.
- The ability to assist and advise on the implementation in other worldwide locations of Jersey developed systems.

### Other key job responsibilities will be:-

- Acceptance testing - technical aspects.
- Operability testing.
- First line support and problem analysis.
- Communication support.
- Performance monitoring.
- Local management of programming projects.

This is a key technical and systems management position which will report to the Deputy Associate Director - Administration in Jersey with a dotted line relationship for technical direction from the Vice President - International Systems Development, Royal Trust International in London.

### Applications in writing to:-

Mrs. S. J. Johnson, Manager - Personnel,  
Royal Trust Bank (Jersey) Limited,  
Royal Trust House, Colombarie,  
St. Helier, JERSEY  
or Telephone: (0534) 27441, Ext. 3520



## Assistant director, asset finance

### COUNTY NATWEST

& The NatWest Investment Bank Group

### Package circa. £30,000 LEEDS

You have outstanding client skills which enable you to establish a rapport with management and quickly understand their requirements. With your strong credit skills and well rounded knowledge of debt financing products you can present and negotiate financing arrangements which meet the client's needs.

We are County NatWest. Our Leeds office has an established reputation for innovation and expertise in the area. We are playing an increasing role in providing equity, debt and corporate advice to companies taking part in the continued growth of the strong local economies in Yorkshire and the North East.

We offer the opportunity to be responsible for asset based financing for companies operating in a wide range of industries. With the assistance of a small team and colleagues in development capital and corporate advice your objective is to add to the loan portfolio in the Leeds office whilst at the same time marketing the other services of County NatWest.

In addition to an attractive remuneration package, benefits include low interest mortgage facility, non-contributory pension, company car and relocation costs.

If you share our commitment to play a significant part in the industrial scene in Yorkshire and the North East send a c.v. and current remuneration details to:

Ian Carlton, Personnel Manager, County NatWest Limited, Drapers Gardens, 12 Throgmorton Avenue, London EC2P 2ES quoting ref: AD/AF/L/FT

### GRADUATES

22-25 years to join newly-formed Capital Markets team in prime American bank. Some work experience is essential and preferably in the financial sector. Thorough training will be given and the prospects are excellent.

### CHARTERED ACCOUNTANTS

Newly qualified chartered accountants are required for North American bank in their Capital Markets Audit team. Excellent prospects, salary and benefits. Telephone Shelagh Arnell on 01-583 1661 or send cv in confidence to her at:

Asb Recruitment  
50 Fleet Street, London EC4Y 1BE

### FUTURES/OPTIONS ACCOUNT EXECUTIVES

We are one of the leading commission houses on LIFFE and are keen to expand our institutional and private client base. We are seeking account executives who have a proven track record and well established client list. We offer a very lucrative incentive package to the right persons. All responses will be treated in strict confidence.

Please apply with full personal and business experience to:  
Box A0645, Financial Times  
10 Cannon Street, London EC4P 4BY



## U.S. Equity Sales Assistant

Required to assist busy U.S. equity institutional sales team at a major U.S. brokerage house. In addition to providing some administrative support, you would become directly responsible for the team's private client account coverage, with the possibility of institutional sales involvement on proven ability.

You should have experience of either the New York and/or the London stock markets. A registered representative would be preferred but not essential.

You should be confident, organised and able to work as part of a team. Fluency in a Scandinavian language would be an advantage.

We are offering a competitive package including bonus scheme, pension package and free BUPA.

Please write, enclosing your curriculum vitae to Miss Stephanie Patterson, Personnel Manager, Dean Witter Reynolds Inc., 56 Leadenhall Street, London EC3A 2EH. (Strictly No Agencies)

DEAN WITTER REYNOLDS INC.



AITKEN HUME INTERNATIONAL plc

### MBA

Aitken Hume International is a rapidly developing Financial Services Group comprising Life Insurance, Portfolio Management, Unit Trusts and Banking Services.

We have a unique opportunity for a young business school graduate to gain first hand experience in the role of P.A. to the Group Chief Executive. The responsibilities will include carrying out research projects into business opportunities, undertaking market appraisals and providing a younger person's view towards the development of the Group.

Applicants will have an MBA degree and preferably up to one year's experience in a financial services environment.

Salary and benefits will be commensurate with the level of responsibility of this appointment.

You are invited to write with your c.v. to Norman Perry, Aitken Hume International plc, 30 City Road, London EC1Y 2AY.

## Futures and Options

Our client is an established London Futures and Options broker, with clients throughout Europe. They are members of the AFBD and are associate members of a number of markets. The company is seeking several outstanding professionals to play a major role in their planned programme of expansion, particularly Europe.

### SALES DIRECTOR (EUROPE)

A negotiable incentive-based remuneration package is offered. This is a key appointment, carrying with it a board seat and responsibility for promoting the company's services throughout Europe. US commission house experience and languages would be a distinct advantage.

### OPERATIONS MANAGER c. £28,000

Reporting directly to the Group Finance Director, you will take overall responsibility for the day-to-day running of the operations department, including client margining, cash and foreign currency management and ensuring adherence to compliance procedures. Experience of the Rolfe and Nolan computer system would be an advantage.

### HEAD OF RESEARCH AND ANALYSIS c. £25,000

To be responsible for conducting in-depth research covering all futures markets, with emphasis on fundamental factors. A proven track record and the ability to communicate information clearly and concisely to a variety of audiences is essential.

### EXPERIENCED DESK TRADERS c. £25,000

You must have a working knowledge of all major US markets. The ability to service individual as well as corporate clients is essential.

Please write in strictest confidence, giving full personal and career details and mentioning any company to whom you do not wish your application to be forwarded, to: Melvyn Gadsdon,

**IAS**

LONSDALE ADVERTISING SERVICES LIMITED  
Hesketh House, Portman Square, London W1H 0JH

## Corporate Finance/ Venture Capital

We are a well-established firm of Commercial Finance Brokers. To continue with our successful expansion programme we are now looking for a highly motivated and ambitious professional—preferably Chartered Accountant or Stockbroker—who will head and develop our Corporate Finance Division. The successful applicant will be able to develop his professional career within a successfully and rapidly growing organisation.

Please contact:

Mr H. Ejdelsman, Joint Managing Director  
A. S. CONSULTANTS (Brokers) LIMITED  
24 Red Lion Street, London WC1R 4SA

## Assistant Treasurer

Central London  
Circa. £27,500 + Car

Dixons, the world's largest specialist retailer of electrical consumer goods, wishes to recruit an Assistant Treasurer to join a small but highly professional team.

The Corporate Treasury is active in financial markets and plays an important role within the Group. This post, reporting to the Group Treasurer, provides an opportunity for an ambitious person to gain experience in a creative, high technology environment with significant scope for innovation.

The Assistant Treasurer's responsibilities will include formulating and implementing investment and borrowing strategies; managing the Group's cash balances and foreign exchange requirements on a day to day basis; and providing management information and forecasts.

The ideal candidate will already have relevant experience, be highly numerate and familiar with treasury-related computer software, and have an interest in new product development. An accounting qualification, MBA or membership of the ACT is desirable. The job requires someone who can work under pressure, will adopt a "shirt-sleeves" approach as a team member and can communicate well at all levels.

If you are between 25 and 35 and have the necessary qualities for this demanding post, then apply enclosing details to: David Longbottom, Group Management Development Manager, Dixons Group plc, 18-24 High Street, Edgware, Middlesex HA8 7EG.

**Dixons Group plc**

## Institutional Sales

### Scandinavia to UK

On behalf of our client, the London Securities arm of a leading Scandinavian banking group, we seek a talented, self-motivated individual to market Scandinavian stocks to UK institutions. This will involve working closely with research and trading teams in London and Scandinavia and also helping to service a number of major international brokers who deal through the firm's London-based traders.

The ability to win business and attract new clients is the prerequisite for success and every encouragement will be given to develop this role to its full potential.

First-class communication skills, drive, enthusiasm and numeracy are also vital

### Generous Package

qualities for this appointment. Whilst a background in institutional sales will be an obvious asset, we will be interested to hear from analysts, fund managers and bank product marketeers seeking a stimulating new challenge. Likely age range 25-35.

Remuneration is competitive and includes excellent banking benefits.

Please telephone or write in complete confidence to:

Anna Robson, Simpson Crowden Consultants Ltd., Specialists in Executive Search and Selection, 97-99 Park Street, London W1Y 3HA. Tel: (01) 629 5909.

**Simpson Crowden**  
CONSULTANTS

## FINANCE

A chance to join a successful money broking team active in the capital markets. Two opportunities have arisen for an ambitious person with a flair for sales to market new and innovative financial products into the UK and Europe.

The first position would require a fluent French speaker with some experience of the financial markets. In the second position experience is not essential but a knowledge of marketing would be an advantage.

The successful applicants would ideally have a pleasant manner and be determined to succeed in a competitive environment.

An attractive salary package commensurate with progress is offered.

Please send a full CV in confidence to:

Cindy Buggins  
Euro Brokers Limited  
5th Floor, Adelaide House  
London Bridge  
London EC4R 9EQ

## MORGAN STANLEY INTERNATIONAL

### CAPITAL MARKETS LAWYER

Morgan Stanley, a leading US investment firm with a global presence, is seeking an international capital markets lawyer for a senior position in the varied and rapidly expanding practice of its London Legal Department.

This is a unique opportunity for a lawyer interested in the business as well as legal aspects of international finance to work in the challenging atmosphere created by a firm committed to the expanding international capital markets. Based in London but working closely with Morgan Stanley's offices in New York, Frankfurt, Zurich and Tokyo, the successful candidate will have substantial responsibilities involving the full range of investment banking activities in the international capital markets, including advising on the formulation and development of new products, international securities trading activities and policies, and mergers and acquisitions.

Candidates should have at least three years' post qualification experience in international capital markets practice preferably with a leading City firm and/or investment house.

Morgan Stanley offers excellent career prospects and a highly competitive salary, with potential to exceed equity partnership earnings in the City, together with usual banking benefits.

Please write, enclosing a C.V., to: Ronald S. Kent, Morgan Stanley International, Kingsley House, 1A Wimpole Street, London W1M 7AA.

## The Principal Challenge

### Senior posts in the Home Civil Service

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Opportunities exist, mainly in London, at Grade 7 (Principal) in a variety of Government Departments. The work which is varied and demanding includes:

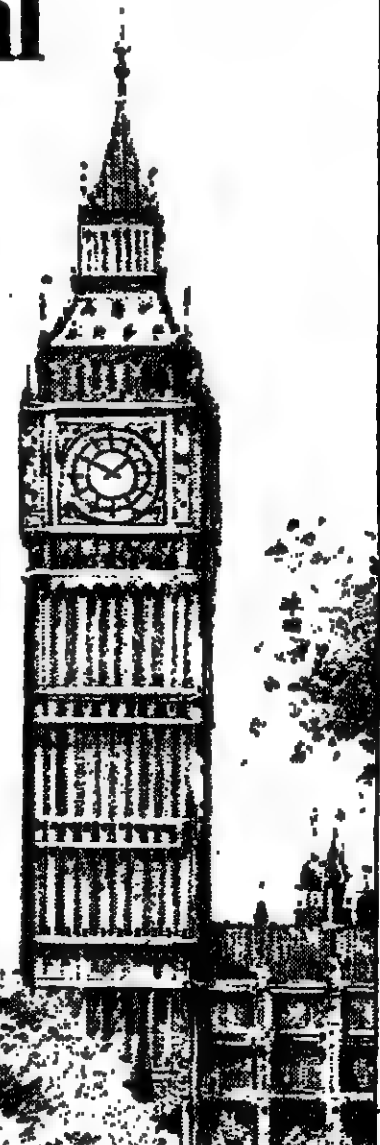
- Resource management
- Advice to Ministers
- Forward planning
- The shaping of policy

If you have a successful track record of financial, commercial or resource management, or in administration, including local government, we offer accelerated career progression and salaries to match. To be eligible, you must be at least 26 and under 52, preferably with a degree supported by several years' appropriate experience.

For further details and an application form (to be returned by 28 September 1987) write to the Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 466551 (answering service operates outside office hours).

Please quote ref: A/531/86.

The Civil Service is an equal opportunity employer



### Irving Trust Company

#### PRIVATE BANKING SALES OFFICER

Negotiable Compensation

The London Private Banking arm of the American based Irving Trust Company is currently seeking a Private Banking Sales Officer.

This newly created position carries responsibility for sales of investment services to high net worth individuals throughout Europe and the Middle East and will necessitate considerable travel within these areas.

The ideal candidate will be a graduate with at least three years' sales experience backed up by an impressive track record in soliciting new business. It is important that the candidate is able to travel to the Middle East with relative ease. A knowledge of Financial Markets is essential. Fluency in other European languages and/or Arabic would be useful. For the right person we can offer excellent prospects and a competitive compensation package supplemented by a comprehensive range of benefits.

Interested candidates should write to:



Andrea Williams  
Personnel Manager  
Irving Trust  
36-38 Cornhill  
London EC3V 3NT

## INTERCAPITAL BROKERS LTD

We are looking for a Bright Progressive Broker to market off-balance sheet products to Local Authorities and Corporate Bodies. Interested parties should have experience of these sectors of the market and be substantially self-motivated. This will be a senior position and an attractive package will be offered to the right candidate.

For further information please contact Ken Castle or Geoff Conway-Henderson on 01-588 7558

## INTERNATIONAL INVESTMENTS Fund Management & Research

A leading international fund manager handling global institutional accounts seeks a portfolio assistant. The role will be to assist managing multi-currency bond portfolios and to provide research back-up to the equities team.

The ideal applicant (aged 23-26) will be a graduate with at least one year's experience in a related bond or equities field. Full training will be given and career prospects are excellent for the enthusiastic and self-motivated individual.

Excellent package c.£18,000 including company car scheme. For further details please call Sara Bonsey.

18, Eldon Street, Moorgate, London EC2M 7LA. Tel: 01-588 4224

## CAPITAL FUTURES RECRUITMENT CONSULTANTS

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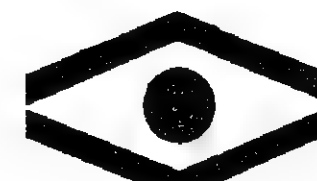
## Leading Japanese Securities House

New Japan Securities Europe Limited, a fast expanding Japanese securities house, requires a number of bright, assertive young people to train as Salespeople on their Japanese Warrants and Convertible Bonds section. Candidates should be in the age range 21-26, possess excellent selling and interpersonal skills and be able to demonstrate success in their career to date. Relevant experience in the finance sector whilst obviously helpful, is not as important as a strong desire to succeed in a highly competitive area where personal rewards are exceptional.

Full training will be given to allow successful applicants to progress rapidly to established sales positions. An extensive benefits package is offered including a highly competitive salary and other excellent benefits.

Closing date: Friday, 18th September, 1987.

Applications enclosing a full C.V. to: Geraldine Way, Riley Advertising (London) Limited, Rex Stewart House, 159 Hammersmith Road, London W6 8BS.



New Japan Securities Europe Limited



## Senior Settlements Opportunity c£22,000 + Benefits

- The Organisation:** A leading international securities house which has dramatically developed its presence in the London Markets over the past few years.
- The Opportunity:** To join a young department in a growing new area where you will be responsible for the settlement of UK Equities and Gifts business. The role also offers the opportunity to develop your supervisory skills.
- The Person:** Apart from offering good settlements experience within a relevant environment, you will be keen to develop your career within a rapidly expanding organisation where pay and prospects are directly related to achievement.

Please contact Susan Milford - Manager Financial Appointments in confidence, quoting reference CG0499

Telephone: 01-256 5041 (Out of hours 0483 37480)



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## US \$ Fixed Income Dealer

CITY

Deutsche Bank Capital Markets Limited is continuing to expand its Market making activity in the U.S. Dollar Sector of the Eurobond Market and is seeking to appoint additional U.S. Dollar Fixed Income Dealers.

We are looking for mature, experienced traders who have been responsible for running their own books in this sector and who may be attracted by the challenge of joining a major market participant.

A comprehensive and competitive remuneration package is offered which will be commensurate with experience.

Applications by way of a full C.V. in strict confidence to:-

Richard Austin-Cooper,  
Head of Personnel,  
Deutsche Bank Capital Markets Limited,  
150 Leadenhall Street,  
London EC3V 4RJ.



**Deutsche Bank Capital Markets Limited**

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3456

## TRADING INFORMATION MANAGER C£24,000 + Bonus + Car Age 26 - 34

A major international commodity trading company, part of one of the world's largest commodity trading groups is creating a new position within its management structure.

The company is being reorganised to take advantage of current and future market opportunities and the new Trading Information Manager will be responsible for the management, development and integration of new and existing systems so as to provide an accurate, rapid service to improve the quality of trading decisions in a fast moving marketplace. In addition to the technical aspects required the new Trading Information Manager will be responsible for the management of the department, ensuring efficient operation of the system.

The suitable candidate for this challenging opportunity will probably hold a good business related degree, have five years' relevant commercial experience within the financial or commodity sector, possess a sound, practical knowledge of computer systems and have good management and interpersonal skills.

The position offers excellent career prospects and, although based in the City of London, may involve travel to other parts of the Group in the U.K. and overseas.

The initial salary is expected to be in the region of £24,000 and, in addition, the remuneration package includes an annual bonus, appropriate car, contributory pension scheme and life assurance. Should the qualities and experience of the ideal candidate merit a higher salary, this will be negotiable.

Please send full C.V. in complete confidence to Box A0654, Financial Times, 10 Cannon Street, London, EC4P 4BY.

## STOCKBROKING

### BUILDING ANALYST

Our client, a large and successful UK house, requires an investment analyst with City experience to join the team covering Building Materials and Construction.

### ENGINEERING ANALYST

A UK stockbroker with foreign bank backing seeks an investment analyst with experience of monitoring UK Engineering companies.

### UNIT TRUST ADVISER

A major UK house requires a person with a sound knowledge of unit trusts and about 2 years' experience in that area to provide an information and advice service to clients.

### EUROPEAN ANALYST

The international division of a foreign bank, linked to a well established UK stockbroker, seeks an experienced equity salesperson to sell UK stock to European clients.

Contact Dr Elspeth Davidson  
in strictest confidence

01-439 1701

Send CV to Stockbroking Division,  
Commodity Appointments, 110 Shaftesbury Avenue, London W1D 7DY

**Oppenheimer**

## Professional Unit Trust Dealer

Oppenheimer requires an enthusiastic unit trust dealer with at least 2 years' experience.

It is important that those applying should demonstrate a firm commitment to developing and progressing their existing skills within a dealing environment.

Applicants should have 'O' Levels, a proven track record and a lively personality.

An attractive salary package will be offered to the successful candidate.

To apply, write with relevant details to Steve Murray,  
Oppenheimer Trust Management,  
66 Cannon Street,  
London EC4N 6AE.



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## Equity Opportunity

### City Head Hunting

Highly successful executive search company in the City seeks an established market professional to join at Director level in order to grow their existing business in the Financial Services sector. This is a unique opportunity to join a fast expanding company with an established reputation who are willing to give equity to their Consultants.

The ideal person, who will probably be in their 30s, will most likely be working in capital markets, corporate finance, or asset management or will be acting as a consultant to City clients. He/She will enjoy developing client relationships, will have considerable City experience, and will be suited in temperament to a growing company where commitment and flexibility are of paramount importance.

For the correct person there is an equity share in the company with a competitive salary and current City level of bonus, together with other benefits.

Applicants should write to Box A0655, Financial Times, 10 Cannon Street, London, EC4P 4BY or telephone 01-283 9801

**Williams & Broë**

## European Equities - Institutional Sales

We are expanding our European Equity Department and are looking for salesmen with at least 12 months experience in equity sales. One foreign language is essential. We can offer competitive remuneration to those who are only recently established as well as to those with several years experience.

Replies to: Box A0638 Financial Times, 10 Cannon Street, London EC4P 4BY.

## International Appointments

香港  
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You will already be enjoying business success in Britain or Continental Europe.

Now let us offer you the prospect of returning to your native Hong Kong - and to a position of even greater earnings potential in the business community there, as a member of Finexo's established International Financial Consultancy team.

We stand among the foremost names in the provision of expert advice to personal investors worldwide. Naturally, the Far East has long been one of our most important market-places. Now we are poised to capitalise even further on the substantial development potential that exists here.

To assist us, we need a small number of people who, based at our Hong Kong Office, will be expected to each personally establish and maintain a well-balanced and closely monitored client portfolio.

To be selected, you will not only need to be fluent in Cantonese and English, but also have a good understanding of the culture and style of business, both of Hong Kong and the West. We shall also demand of you a level of performance and self-motivation that is a close match with our own, and evidence that you will thrive on the challenge of high personal visibility in a competitive fast-paced profession.

Probably aged not less than 30, your authority and the strength of your interpersonal skills are more important than a direct knowledge of investment, although you will already have an appreciation of the workings of the world of finance. A training programme acknowledged as one of the best will equip you with the additional skills you need to approach your market with confidence - and success.

To discover more about the mutual benefits of working with Finexo in Hong Kong, please forward a copy of your CV to: Michael Rodger, Business Development Director, Finexo International, Amstelveen, Joan Muyskenweg 22, 1096 CJ Amsterdam, The Netherlands.



## Chief Executive

Prominent Australasian Stockbroking Company  
Location - New Zealand

Over the past three years the New Zealand economy has undergone massive structural changes. From an economy that was over-regulated and protectionist in nature, New Zealand now has arguably one of the freest economies in the Western World. There is no restriction on the movement of capital and exceptional investment opportunities abound.

Our client is a major Australasian company with substantial investments in a number of major industries. The company has an aggressive and successful track record in these industries. They seek to appoint an Executive of exceptional capability to the position of Chief Executive of the Stockbroking operations.

The successful applicant will have a demonstrable track record as Chief Executive or senior partner in an aggressive, well managed stockbroking firm. The right person will have a sound working knowledge of modern computer technology appropriate to the stockbroking industry and have a strong people-management capability. Our client is determined to become the leading stockbroking company in the South Pacific and if its performance in other industries is anything to go by, this aim will be achieved. Remuneration will be exceptional for the right person. No problems are envisaged with obtaining permanent New Zealand residency.

Please write to, or telephone Tim Cook in strictest confidence quoting reference 505.



**COOK DUHS & ASSOCIATES LTD**  
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MONDIALE DE LA  
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INTELLECTUELLE

The World Intellectual Property Organisation (a Specialised Agency of the United Nations) has an opening at its headquarters in Geneva, Switzerland, for a

Specialist in Patent Law and Related Treaties

to head the Industrial Property Law Section. Candidates must have a university degree in law, or equivalent legal training; extensive experience in industrial property law, preferably including experience at the international level; excellent English and good knowledge of French; be under the age of 55.

Send detailed résumé (with photograph), quoting reference P703(B), by October 30, 1987, to the Personnel Section, World Intellectual Property Organisation, 34, chemin des Colombettes, CH-1211 Geneva 20 (Switzerland).

**RILEY**

## FIXED INTEREST ASSISTANT

A leading City institution is looking for an experienced individual to join its investment team. The position will involve responsibility for the management of fixed interest portfolios, including gross and net funds with both long and short-dated holdings.

Candidates will have had previous relevant fund management experience and be familiar with both sterling and dollar bond markets. As well as fixed interest portfolio management skills they should possess the ability to contribute to overall investment policy formulation.

In addition to an attractive base salary the package includes mortgage subsidy, non-contributory pension, private and permanent health insurance, season ticket loan and subsidised lunches.

Candidates should write with a full CV, quoting reference 293 and listing any companies to whom your application should not be forwarded to: Down Southgate, Riley Advertising (London) Limited, Rex Stewart House, 159 Hammersmith Road, London W6 8BS.

London Aberdeen Birmingham Bristol Edinburgh Glasgow Manchester Newcastle Nottingham



## THE ARTS

Television/Christopher Dunkley

## Violence is in the heart of the beholder

Why are English men of a certain sort so keen on smashing girls' bottoms; can it really be the result of beatings at school? In the same week that Ken Tynan's widow reveals in her biography that her husband was a "spanker," BBC1 brings us the drama *Happy Valley*, about the murder of Lord Erroll in Kenya in 1941. This time the story is told (by David Reid) from the point of view of Juanita Carberry, a 15-year-old girl whose account is punctuated not just once but repeatedly by vicious beatings delivered either by her father or by his mistress while he watches.

Director Ross Devens and producer Cedric Messina assumed either that we wished to see all this or that we ought to. Why? Whereas the humping scene in *The Singing Detective* was meant to be a parody of Potter's plot, it could hardly be argued that the sadistic caning of Miss Carberry had any bearing on the Erroll case. The atmosphere of tacky decadence in an expatriate community was reproduced superbly without needing any of the beatings, the details of which were gratuitous. Holly Aird gave one of the performances of the year as the plain and awkward but rather shrewd girl and will no doubt find a lot more work now coming her way.

All the pleasant, well-mannered, university-educated broadcasters have trailed home from the Edinburgh Television Festival wringing their hands and meaning that this year's theme, "Television Fights Back," was wishful thinking. It seems that a handful of Fleet Street editors, American network bosses, and Conservative MPs, who were set up to account for the industry not only to catch the missiles aimed at them, but to throw them back at the assembled broadcasters with greater energy and accuracy.

This has led to deep depression. Broadcasters are now moodily awaiting the Conservatives' broadcasting bill and

predicting that there will be lots of deregulation which will lead in the new freebooters led by Murdoch, Maxwell and Berlusconi, and simultaneously lots of tough new rules about sex and violence.

Both expectations will probably be fulfilled. The irony is that only one British broadcaster in a hundred seems to have realised what a charmed life they have lived up to now. In a world of Sun and Mirror readers they have provided a broadcasting system based on the assumption that, like the broadcasters themselves and their friends, most viewers are Christian readers. This has been delightful for the small minority who actually do prefer *Panorama*, *A Week in Politics*, and *World in Action* to *That's Life*.

But it ought to have been clear all along that advances in technology would one day shatter the charmed world of duopoly and allow on to the air waves those who would aim their entire output at the mass audience. Instead of twitting

now about the philistine attitudes of Tory backbenchers and the ghastly taste of tabloid editors (people who depend for their jobs on appealing successfully and competitively to the British public) broadcasters should now be working out how they are going to maintain even a small proportion of programmes for the Guardian-readers among the decaying competitors. Cricket, the languorous summer game which often takes five days, was given a snappy little sig-tune with a calypso rhythm beaten out on beach cans, which at first seemed wildly inappropriate. It now seems a perfectly natural introduction to the game. Then, for the *World Athletics Championships* in Rome last week, they chose a bizarre instrumental version of Al Rowley's 1984 hit

Somebody in the BBC sports department has a knack for choosing signature tunes which, though they seem quite unsuitable at first, rapidly grow on you. Cricket, the languorous summer game which often takes five days, was given a snappy little sig-tune with a calypso rhythm beaten out on beach cans, which at first seemed wildly inappropriate. It now seems a perfectly natural introduction to the game. Then, for the *World Athletics Championships* in Rome last week, they chose a bizarre instrumental version of Al Rowley's 1984 hit

"Riptide" which sounded as though it was being played to slow motion under water. For a day or so it felt utterly out of place. Then, like Pavlov's dogs, one came to associate the sound with a treat. Now it is going round and round my head and will not go away.

As usual, the BBC commentary team sustained a remarkably high standard, with David Coleman being particularly impressive, though he is developing two verbal habits which irritate. Having always pronounced "kilometre" correctly to indicate a two-part word consisting of "kilo" and "metre," he succumbed halfway through the Rome meeting to the influence of Brendan Foster's perpetual mispronunciation which implies that there is something called an "ometre" which we are required to kill. Second, Coleman is picking up the silly American habit of referring to athletics as "track and field." Worse, he is even using the phrase to mean "running" as in "Track and field has now become his game," when talking about a runner.

Still, it was good to hear the tributes paid repeatedly by Coleman and Ron Pickering to the African countries for their re-emergence in this sport and, in a world so full of foul-mouthed tennis brats and vicious soccer players, it was heartening to see the camaraderie among the decathlon competitors. Inspiring, too, to watch Ed Moses, who needed a photograph to be sure he had won the 400m hurdles yet again—pulling Schmid and Harris off the No 2 and 3 podiums and up onto the No 1 rostrum with him.

Obviously the television screen is much smaller than the cinema screen, and seeing Willem Dafoe's 1983 version of *The Hunger* on television is more affecting in the cinema than on television. Yet watching it again on BBC2 on Saturday it was interesting to find how powerful much of the cinema's sex-and-violence remains even on the small screen, and

pozzing to know why television directors seem to care so little about such matters.

The excuse that television cannot match Hollywood budgets is relevant in some respects: Dieterle's marvellous overhead shot of the Paris mob do depend upon paying a lot of extras, for example. But it was not money which created the wonderful and awful moment when Quasimodo's molten lead spews out of the mouths of the Notre Dame gargoyles, nor money which creates telling camera angles.

Compare a television film such as ITV's *A French Boy* on the following night and you find that too much of the care and money has been lavished upon the inconsequential: the vintage vehicles, the period frocks, the old Rowan-Atkinson advertisement. It has been argued here in the past that while cinema is truly a visual medium, television is mainly illustrated radio, but no law says it has to be so.

Still the assumption continues to be made, after the appalling Hungerford tragedy, that television was "responsible" for Michael Ryan's insane actions. Yet it was surely not Ryan's viewing which shaped his nature but his nature which shaped his viewing. There have been homicidal maniacs around since the dawn of human history. Jack the Ripper cannot have been driven to his deeds, or even been partially affected, by television. But it seems likely, does it not, that if he was alive today he might well be disposed to watch video nasties or *Kanaka*.

It would not worry me if I never saw another violent act on television: the Greeks managed to explore human conflict in their drama without showing actual violence. However, the danger is that if you allow people to believe that controlling television is the key to controlling violence in society, you may find less and less attention paid to the real problem which is not violence in pictures but violence in man-kind.



Eugene Bervoets and Ken Kelountang Ndiaye in "Ali, der 1001 nachtmarrer"

## Dutch and Flemish conventions/Amsterdam

Michael Coveney

Amsterdam has been this year's Cultural Capital of Europe (next year, Glasgow) and the theatre community has responded by inaugurating a festival of Dutch and Flemish spoken Belgian productions selected by a jury of critics and professionals.

Organised under the aegis of the Holland Festival and administered by the redoubtable Dutch Diaghilev, Arthur Sonnen, the festival has a deeper underlying objective. That is, to apply a brake to the alarming drop in theatre attendance over the past five years and bring to the mainstream attention the exciting work of smaller venues that has benefited from public subsidies in the last 15 years.

This admirably populist ambition appealed more to the Capital of Europe people than it did to the American Arts Council, with the result that next year, the festival moves on with a three-year guarantee to Rotterdam.

Meanwhile, this first equivalent of the Berlin Theaterfest has thrown up nine productions ranging from the *Need to Know* show that visited LFF in July to an 80-minute *Cherry Orchard*. Technical and administrative hiccups deprived us of two mouth-watering Belgian productions, but a short visit over the weekend was richly rewarded with a striking new *Hamlet*, the Dutch premiere of a play by one of Germany's outstanding playwrights, Herbert Achternbusch (as yet unperformed in Britain), and a disturbing new piece based on the experience of a journalist who disguised himself for two years as an immigrant worker.

This latter item, *Ali, der 1001 nachtmarrer* by Gunter Walfrat is an exercise in personality osmosis and role wish fulfilment given the full alienating technical works of a Henryk Aron style steel tubular enclosure,

television screens, loud music and abrasive culture clash. Even for Dutch speakers the proceedings are sometimes difficult to follow but there is no questioning the energy or the uncompromising brilliance of the two actors, Eugene Bervoets as the inquisitive white investigator and Ken Kelountang Ndiaye as the ignominious Bastardian savages.

Ali wandered some distance from his source material but had a vibrant and impressive integrity of his own. The *Hamlet* of the Publictheater of Amsterdam, now renamed Theater Group Amsterdam, was by contrast extremely faithful to Shakespeare. The translation of Gerrit Komrij, a prominent Dutch poet, reflected wherever possible the pentameter rhythms and had on this listener the twofold effect of opening ears to previously incomprehensible language and reminding me how that language is in fact fascinatingly poised between German and English.

"No break en nobel hart. Slaap wel, prins! Laet engelen scharen je ter ruste zingen," says Horatio over the corpse of Hamlet's father in a full-on, neuroticomic piece. This was not a controversial or outrageous reading, but a highly intelligent one, with Bokma finding emotional expression for all the chameleonic phases of the character. Close inspection of the text confirmed a Dutch speaking colleague's impression that the Fortinbras theme—though scenographically under-presented—had been bolstered with some political interpolations of the translator's own. But a nation on the brink of a throne up for grabs we did not really see.

We did see a parade of beautiful costumes that might have walked off the walls of the Rijksmuseum—the rampart scenes glow like Rembrandt's *Night Watch* and an impressive command of light,

space and ensemble rhythm by director Gerardjan Rijnders. The ghost appeared, wearily, through a trap, plucking his helmet beside his naked torso and making an irrefutable demand on his son, Rosencrantz and Guildenstern sidged in tandem with the brims of their doffed headgear. Petra Lusten Gertrude tottered around on crotch, a frightened not so virginal queen bullied into political and sexual acquiescence by a sleek bullroger Claudius (Hans Croiset). Best of all, Margo Dames's doll-like Ophelia finds girlhood in madness, escapes off the censored pedestal and carries a world of bottled up youthful vitality—her own and Hamlet's—to a watery grave.

Herbert Achternbusch's *Guat* (1980) belongs to the new school of German buttonholing monologist drama just coming to terms with the gulfs and pressures of the last war. At Edinburgh, Tilda Swinton's performance in Karg's *Jackie Wie* was an equally powerful and similar example. Here, an old beakkeeper chews over the old times and his wartime experiences as his wife dies virtually unattended in the background.

The Hollandia group took the piece to a condemned garden centre 20 kilometres out of the city at Hoofddorp. Attending the show was therefore something of an outing, sitting through it something less of one. Overhead acroparas and distant twinkling traffic were in scenic competition with a studied design of broken down sofas (for the audience) piles of wood shavings and cunningly lit banks of red fern and wooden benches. Achternbusch's Uffelen's performance (he also translated from the German) was an exercise in technique, and a good one, rather than a lacerating self-exposure. His wife was played by a man in order further to undermine any pretensions to realism.

## This Savage Parade/King's Head

Michael Coveney

This titillatingly compulsive revival of Anthony Shaffer's 1963 kangaroo courtroom drama, *King's Head*, has been delivered to the court by a Haganah agent in Argentina, where Bauer has been in hiding since the end of the war. Revenging blood lust is up. One supposes that Mr Shaffer has dusted down his early unremembered work because of the recent prominence in the news of various Nazi hunters, as well as the trials of Klaus Barbie and John Demjanuk.

The question of true identity in the latter case comes to mind when first the prisoner double crosses his interrogators with false skin grafts and then the "real" Bauer is revealed as a bona fide double who was saved at Auschwitz by his resemblance to a group of prisoners. Soon after this, with the gallows looming outside, there are more candidates for terminal boredom on the stage than there are righteous persecutors.

One of them cops it after rehearsing the old "We did you a favour" Nazi argument propounded by George Steiner's *Hitler in the Portage to San Cristobal*, and the play closes with the message of another arrest in France.

Rimbaud's "savage parade" is sub-title in the programme, but Mr Shaffer bl-jacks the phrase to suggest, in the argument, the few in restoration or on loan is on the wall.

## NEW YORK

ISM Gallery: Post Modern Architectural Visions includes an international array of designers including Michael Graves, Hans Hollein, and Aldo Rossi with 200 drawings and models of work from 1960 to 1985, originally organised by Williams College and Deutsches Architekturmuseum in Frankfurt. Ends Nov 7. 58th & Madison (407 8100).

## CHICAGO

Art Institute: Walker Evans photographs of the 1930s showing poverty and despair in the American South were famous in their time in *Life* Magazine and preserved in James Agee's moving book, *Let Us Now Praise Famous Men*. This exhibit is a reminder at a time of renewed despair in the American heartland of the scope and depth of Evans' work originally done for the Farm Security Administration. Ends Nov 8.

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National Gallery: A Century of Modern Sculpture, the Patsy and Raymond Nasher Collection, contains major works by Rodin, Picasso, Matisse, Gabo, Giacometti, Ernst, Moore and Serra. Ends Jan 1. Hirshhorn Museum: One of the Chicago contemporary primitivists whose repeated scenes make evocative images has his first major east coast retrospective with 40 paintings and four painted constructions. Ends Oct 18.

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## New Music/Lucerne Festival

Andrew Clark

Money and scenery make a useful start for a summer festival, and Lucerne has both in plenty. But does it have culture? An almost endless succession of top orchestras, conductors and soloists, pouring into the city each year for three weeks, might seem a fair guarantee; but even allowing for Lucerne's respectful nodding with festive thrills this year concentrating on the musical links between France and North America—there is a danger of the festival becoming a platform for splendid concerts available cheaper elsewhere.

The concert most individual to Lucerne and therefore a true festival event, continues to be the "Musica Nova" slot, which ironically also happens to be the least expensive and dresy of all Lucerne's productions. This year it featured a loosely-linked programme of five works, admirably played by the Ensemble InterContemporain of Paris. The French/American connection was represented by Elliott Carter's *Concerto for Piano and Orchestra* (1975), brightly sung by Rosemary Hardy, and the early Varese *Oscende-dense*, full of ideas, with echoes of Ravel and *The Rite of Spring*, and proclaiming how far Varese already was in 1923.

At the heart of the concert were two pieces by Swiss composers, Christoph Dels and Klaus Huber. The Dels — a

first performance — was a two-movement work for piano and nine instruments: the first a pretty (and pretty boring) *Concerto for Wind, Strings and Piano* had preceded it; and the second, a cheap mosaic of sonorities, ditties and reminiscences, expressed with a heavy humour not untypical of the German-speaking Swiss.

This made a stark contrast to the Huber, which bore clear signs of a mind working on an original idea. Huber, a former teacher of Brian Ferneyhough, is regarded by many as Switzerland's foremost composer of the avant-garde, a reputation he has gained without resort to electronics. A new work had been promised, but in the end we had to be content with the 10-year-old *Erinnerung* Dels an

G... for double bass and 15 instruments.

The work opens with alternating bursts of clattering and humming, a dialectic that eventually gives way to a long mourning cantilena. There are glimpses of violence and outbursts of sonorities along the way. It illustrates some of Huber's better known characteristics, among them his confident command of conventional instrumentation, and a habit of using music to drum in a political or moral point. Given the thoroughness with which he does this, he is in danger of succumbing to the tedious earnestness of the ideologue; all a matter of taste, of course. The performance — and indeed the whole concert — was supervised with exemplary clarity by Peter Eötvös.

**Art for the City**  
Between September 14 and October 2 the Financial Times, in conjunction with Lloyd's of London, is mounting an exhibition of contemporary art in the new Lloyd's building in Lime Street.

On September 23 from 8.15 onwards there will be a private party for FT readers. Anyone wishing to attend should send a s.a.e. (minimum 4 x 9 ins) to the Press Office, Bracken House, Cannon Street, London EC4A 3BY.

**London Festival Ballet's**  
**Nutcracker** to tour  
Peter Schaufuss's production of *The Nutcracker* for London Festival Ballet begins an autumn tour at the Bradford Alhambra on October 20, then going to the Marlowe in Canterbury (October 26-31), the Palace Theatre in Manchester (November 16-21), the Bristol Hippodrome (November 23-28) and the Birmingham Hippodrome (December 7-12).

## City of Birmingham SO/BBC2

Andrew Clements

Live television relays from the Proms are understandably strictly rationed; other than the customary first and last nights, only two of this season's concerts have been so honoured. One was the memorable Boulez *Gerechender* a month ago, and the other was on Monday, when the City of Birmingham Symphony Orchestra appeared under Simon Rattle.

As this page has been urging its readers for several years now, there is no finer British combination of orchestra and conductor to be heard at present than the City of Birmingham. Their pedigree was immediately announced in Gershwin's *Cuban Overture*, a garrulous equivalent of Arthur Benjamin's *Jamaican Rumba* to the uninitiated, but a splendid orchestral test-piece for the better-known, more elastic rhythms and panache of his solo playing. An encore (richly merited) was to provide more Gershwin, the overture to *Strike up the Band*, presented with the same combination of freewheeling exuberance and tightly disciplined ensemble. In Gershwin *Strike up the Band* really is a class apart from any other.

Two nights ago seemed on paper a patchwork programme revealed some neat symmetries in performance. Two brutalist Russian ballet scores, Prokofiev's *Scythian Suite* and Shostakovich's *Age of Gold*, were con-

trasted in their expressive means: Prokofiev yielding to expressive overkill in saturated textures which the CSO presented unflinchingly, Shostakovich's sharper honed satire drawing pungent, vividly imaged solos from the brass in particular. Against these were placed a pair of highly compressed Nordic tone poems, Nielsen's *Pov and Spruz* — not his most satisfying construction to be truthful, more a sequence of ideas that seem pregnant with symbolic potential — and Sibelius's *Lemmings*.

These two central movements of *Kullervo*, *Lemmings* gives a tantalising glimpse of the Kalevala-inspired opera which in another musical culture Sibelius might have composed; its enormously demanding soprano line requires a voice of Wagnerian steel and expressiveness. Elizabeth Söderström has the expressivity but not the power; however carefully she moulded the table, the work's soaring climaxes were unimpaired, despite the recent depth of the orchestral accompaniment. In five of the Cantelou's Songs of the Auvergne she caught the intimate scale exactly, but the voice remained unsettled, as though seeking to rise to the size of the hall. Her *Rattle* accompanied superbly again, with the CSO wind continuing to demonstrate its thoroughgoing excellence.

## Arts Guide

## Exhibitions

## NETHERLANDS

Overlolland Museum (Museumplein 4). Roy Lichtenstein retrospective, with 250 drawings from 1961 to 1986, including preparatory gouaches and collage studies for murals. Ends Sept 13.

## PARIS

Invitation to a Voyage: A delightful exhibition based on a Louis Vuitton collection, conjures up the excitement of travel from the 15th and 18th century chests for jewels, knives and goblets, with ornate leather trunks — and a Saché Guity wardrobe case. The bullet 200 dazze with silver and crystal, ivory and tortoise shell, a French coupe, a Dutch Royal sledge with a Japanese palanquin evoke adventure against the background of exotic travel scenes, while the Pullman era ushers in the luxury of discreet comfort amid the bustling porters. Musée des Arts Décoratifs, 107, Rue de Rivoli (4380 3214). Ends Aug 30.

## WEST GERMANY

Kassel: Museum Friedland: A world exhibition of contemporary art: paintings, sculptures, theatre performances, architecture and design. The documents were founded in 1985 by local painter Arnold Böcklin with Henry Moore. Alexander Calder, Max Ernst and Joan Miro and is an important venue for modern art. This year director Manfred Schneckeburger presents the works of 130 artists, and for the first time open air sculptures which will be erected in Kassel's city centre. Artists exhibiting include Ian Hamilton Finlay, Javier Mariscal, Robert Morris, Mark Tansey, Alexander Melamid, Eric Fischl, Leon Golub, Robert Longo and Joseph Beuys. There is also a separate exhibition "The Ideal Museum" where 12 architects present their ideas for Museum construction. Ends Sept 30.

Bildesheim, Roemer- und Pelizaeus-Museum, Am Steine 1-2. Egypt's rise to a World Power: More than 300 pieces loaned by 20 museums in Europe, Africa and America — the first presentation of the most important 150 years 1550-1400 BC of the

New Empire in Egypt. The bust of Pharaoh Thutmose III, discovered in 1897 without a face, can be seen complete in Bildesheim. The face, found in Egypt only 20 years ago, was loaned by a Cairo Museum. Another highlight is a reconstruction of the 3000 year old burial chamber of Semnet, the former mayor of antique Thebes. Clothes, household appliances, tools, cosmetics and jewellery illustrate the everyday life of Egyptian citizens. Ends Nov 28.

## ITALY

Venice: Ala Napoleonica and Museo Correr: "Masters and Italy" over 250 works by one of the most poetic of 20th century French painters. The exhibition includes paintings, drawings, and Matisse's entire output of sculpture (75 pieces in all), lent by private and public collections in France and America, and the Musée Matisse in Nice. Pierre Schneider, the organiser, has attempted to show how the works of Italian painters such as Mantegna, Pollaiuolo, Giorgione and Veronese may have influenced Matisse. Until October 18.

Rome: Palazzo Braschi (Piazza San Pantaleo 1). Carlo Carrà

(1891-1966): Over 200 works by one of the most lyrical of Italian contemporary painters. Many with clear echoes of the artists known to have influenced him, such as Giotto and Piero Della Francesca. Neatly divided into sections corresponding to his historic, metaphysical and Surrealist periods. Ends Sept 18.

Rome: Palazzo Braschi: Painter-Photographers in Rome: 1845-1870. The term Painter-Photographer was used almost up to 1970 to describe the early photographers, even if they had never painted. An absorbing collection of documentary photographs of Rome, including a collection by the English architect, John Henry Parker, and some striking portraits, all from the archives of the Rome Comune. Ends Sept 27.

Venice: Palazzo Grassi: Jean Tinguely: 1954-1987. The joyful mechanical sculpture of Swiss artist Jean Tinguely. A gentle, but still mischievous, version of Salvador Dali, Tinguely describes some of his incredible moving sculptures (all built from refuse iron and steel) as "machines a sentiments," and the complexity and sheer improbability of his works communicate a touching "joie de vivre." Over 300 works are on show, lent by American and European museums, with photographs of his first Self-Destructing Sculpture, *Damage to New York*, which duly self-destructed at the gates of the Museum of Modern Art in New York in 1960. Ends Oct 18.

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## SPAIN

Madrid: Spanish Pavilion in the International exhibition in Paris, 1987. This show reproduces the space,



Alfred Marks and Garfield Morgan



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Wednesday September 9 1987

Next step  
for the EMS

THE natives have been growing restless on the Deutsche Mark reservation. That restlessness has shown itself most particularly in proposals from France for significant alterations in the operation of the Exchange Rate Mechanism of the European Monetary System. These proposals have produced modest initial fruit in an agreement reached by the central banks concerned to a number of technical changes in the system. The effect of these welcome changes will be to commit the Bundesbank to some extent, but not fully, to automatically, to the preservation of agreed parities. Incidentally, but perhaps not accidentally, the changes go some way towards undermining the British Government's long-standing objection that the time for membership of the ERM is not ripe. It is difficult to envisage the time getting ripe. A decision to continue postponement of full membership must be judged as being one of fundamental principle rather than of timing.

Since coming into operation in 1979 the EMS has confounded its critics and perhaps even surprised its supporters. The system has not merely survived, but has contributed to two valuable achievements of increased nominal exchange rate stability and the convergence of rates of inflation towards the West German level. In effect, the EMS has worked as a DM block and during much of its history that is what its members wanted it to be.

## Monetary policy

One of the reasons that the ERM works as a DM block is technical. The Bundesbank is under little obligation to assist in the support of parties before their limits are reached. Accordingly, West German monetary policy can be conducted irrespective of the movement of exchange rates until that point. Meanwhile, however, in charge of the weakening currency is under pressure to commit its reserves or adjust its monetary policy well before that time. It is difficult, however, for the central bank in question to intervene effectively because of limitations on its ability to borrow DM. Consequently, much intra-marginal intervention has to be made out of the country's own re-

serves. The effect has inevitably been to force early changes on domestic monetary policy in the weak-currency countries. In the language so familiar from the days of the Bretton Woods system, the burden of adjustment is unequally shared.

## Exchange rate

None of this mattered much while the import of German monetary policy was precisely what the other member countries wished. Two important developments have, however, changed attitudes. The first of these is the liberalisation of exchange controls, which has gone far in France and is proceeding in Italy as well. It has been argued that the existence of exchange controls in the two major weak currency countries was a necessary and costly consequence of the EMS. Consequently, the present liberalisation is desirable, but also a severe test of the system. Given the greatly enhanced opportunities for speculative attacks, enhanced commitment to intra-marginal intervention by both the strong and weak currency countries is necessary if such a liberalised system is to operate smoothly. The second development is the declining emphasis on disinflation and a growing feeling that West German macroeconomic policy is inappropriate for a stagnant Western European economy. The principal price of membership, the weak currency countries has been appreciation of the real exchange rate. Wanting to remain within the system but increasingly sensitive to unemployment, the government of these countries now wish to influence the development of the system as a whole towards greater economic expansion.

In granting enhanced facilities for financing intra-intervention, which would presumably have an effect on West German monetary policy as well, the German authorities have some way towards meeting the objectives of the other members, while maintaining their ultimate control over monetary policy. Looking at these developments from the perspective of the British Government it is difficult to envisage what other sort of system would be worth joining.

Trade unions and  
their members

IT HAS taken the Trades Union Congress a long time to face the fact of falling trade union membership after a decade in which recession, structural change and a hostile government have reduced the proportion of organised labour in Britain from 55 per cent to about 37 per cent. All the more pity, then, that the staff of Congress House should have once again succeeded in fudging the agenda of this week's conference in Blackpool to deny delegates a full debate about what contemporary trade unionism should look like.

This time-worn tradition of seeking unity at the expense of real debate is a symptom of the TUC's weakness. The backroom analysis that will occupy the bureaucracy and a special review committee over the next 12 months may be procedurally satisfying. It is most unlikely to resolve the suppressed conflict over trade union objectives, nor, of itself, to add one more member to the ranks.

## Political unionism

There are two issues here. One is whether the TUC should, having virtually lost the job of accredited representative to the Government, should try to acquire a new role as a central recruitment agency, directing and funding individual unions' efforts to put on membership. The other, subordinate, question is whether the TUC should feel obliged to dictate the form of trade union recognition and bargaining agreements in new areas. In other words, should it claim the right to be the "business unionism" of the miners?

Both questions can only be answered by going back to fundamentals. Trade unions are only as strong as the commitment of their members: one voluntary member is worth 10 who are co-opted. The closed shop may be an administrative convenience — for an employer as much as for a trade union — but a 100 per cent union shop, which involves no compulsion, is better every time. Unions will only recover their numerical strength and political influence if they provide the individual and collective services that workers need. There should always be the possibility

of choice and hence some measure of competition between trade unions. This freedom will necessarily be limited in practice — if a single-union agreement is entered into by an employer, his employees may have no choice. If so-called "strike-free" agreements are entered into by workers, there is no point attempting to outlaw them on doctrinal grounds. The worker's right to choose his own union will also be restricted in practice by the need to keep some order in bargaining arrangements — a limitation enshrined in the TUC's Bridlington arrangements to prevent casual poaching.

## New thinkers

That said, it is right that trade unions should seek their own salvation. If workers want their unions to act as the transmission belt of capitalism — providing credit cards, profit-sharing, mortgage holidays in the sun — then they have that. If the labour movement finds that an unacceptable distortion of trade unionism, let the business unions secede from the TUC and form their own federation. By the same token, the TUC should not imagine that it can overcome the present membership crisis by taking on powers and responsibilities that it is ill-equipped to deliver. Research, analysis, promotion and occasional arbitration are its proper function. The hard work of organising and bargaining belongs to its constituents. The new thinkers in and around Congress House have performed the useful service of concentrating minds on one fundamental issue facing the union movement. But they have failed their subscribers — and an interested public — by seeking to bury the debate that should have followed. By the time their review of the problem is complete, the answer could well have changed. Much has been made of the parallel union experience in the US, and many of the TUC's bright new ideas are borrowed from the AFL-CIO. But it appears that the chronic decline in American union membership has been arrested. Over there, people seem to be turning to unions again as a means of protecting their jobs and their wages.

Guy de Jonquieres looks at the EC's progress  
towards its deadline for a single marketMany pitfalls  
on the road  
to 1992

THE DRIVE TO transform the European Community's hotch-pot of national markets into a single unit with 320m consumers has emerged as the most powerful impulse to further EC integration since its six original members agreed to the reciprocal dismantling of tariffs in the 1960s.

But how far does the EC Governments' commitment to the enterprise extend beyond the level of rhetoric? Will they really be prepared to deliver when the chips are down? If they are, do they share any coherent vision of what a single market might look like and what wider implications it would have for economic and industrial policy?

Some of the answers, at least, should start to become clearer from this autumn, when the EC gets down in earnest to grinding through the detail of the European Commission's programme to eliminate by the end of 1992 all physical, fiscal and technical barriers between the 12.

A little more than two years since the goal was endorsed by EC heads of government at their Milan summit, progress towards it remains spotty and haphazard.

Out of a planned list of 300 individual directives, the Commission has proposed 190 to the Council of Ministers. Of those, only 75 have so far been approved. That is well behind the timetable originally envisaged, prompting expressions of concern from the Commission and from the heads of many large European companies.

However, much recently, the EC has been engaged in not much more than a gentlemanly sparring match. The gloves should come off now that qualified majority voting has replaced the unanimity rule in the Council of Ministers — a change which took effect only last July because of Ireland's delay in ratifying the Single European Act.

In theory, at least, that should speed up decision-making. Against that, the substance of the decisions is set to become tougher.

Many of the directives tackled so far have been uncontroversial, dealing with matters such as technical standards for pressure vessels. Most of the really contentious issues, which will test the resolve of EC Governments to sacrifice sensitive national interests to the greater good of the Community, have yet to be broached.

A glimpse of some of the fireworks ahead was given shortly before the summer break when the Commission pre-

sented its proposal for narrowing the differences between countries' value-added and excise tax rates. The near-universal outcry which ensued leaves little doubt that Lord Cockfield, the Commission responsible for the internal market, and his Brussels colleagues face a battle to get the directive adopted in anything like its present form.

Even on issues where national sovereignty is less obviously at stake, there is a sense in Brussels that resistance is stiffening as the programme advances. "Bureaucratic and sectoral interests are mobilising themselves to fight," says one senior Commission official.

"The message hasn't filtered down from the top. People in national capitals are simply not yet prepared to say no to special pleading by their industrial lobbies."

The Commission's principal weapons in this battle are moral persuasion and force of argument. Lord Cockfield has proved himself a master of both, cajoling governments in the manner of a Victorian nanny.

Receptiveness varies widely between countries. Nowhere has the programme achieved greater public prominence than in France, where politicians of widely differing colours have embraced it with surprising enthusiasm as a bracing challenge to national competitiveness.

In Italy, where the recent economic resurgence has been accompanied by hold trans-European expansion by several large companies, approving references to 1992 crop up in speeches by political leaders. The response in the Benelux countries is also broadly positive.

The British Government certainly supports the principle and used its EC presidency in the second half of last year to run through an impressively large batch of directives. However, it has been stirred visibly to passion only by those proposals to which it is implacably opposed, such as the Commission's proposal to abolish zero-rating of VAT on food.

West Germany's position is more enigmatic. Officially, Bonn is favourable. But private contacts with West German politicians and industrialists have left senior Commission officials with the uneasy impression that they may only be interested in a programme which requires everyone else to align themselves with established West German norms.

There is much talk in Brussels of "the German problem" by which is meant flagging commitment to the Community ideal, born of inertia and complacency.

It is still not clear whether this attitude will translate into grudging acquiescence or active resistance. The test may come over harmonising EC technical standards, an emotive issue in German industry, which has justifiable pride in the superiority of its own standards. "The Germans will be isolated in opposition on a lot of standards decisions, and they know it," says one EC official.

However, the biggest stumbling block may lie elsewhere. Denmark, which holds the EC presidency until the end of this year, has clear reservations about the programme, the more so since its Nordic neighbours are anxious about its impact on their trade with the EC.

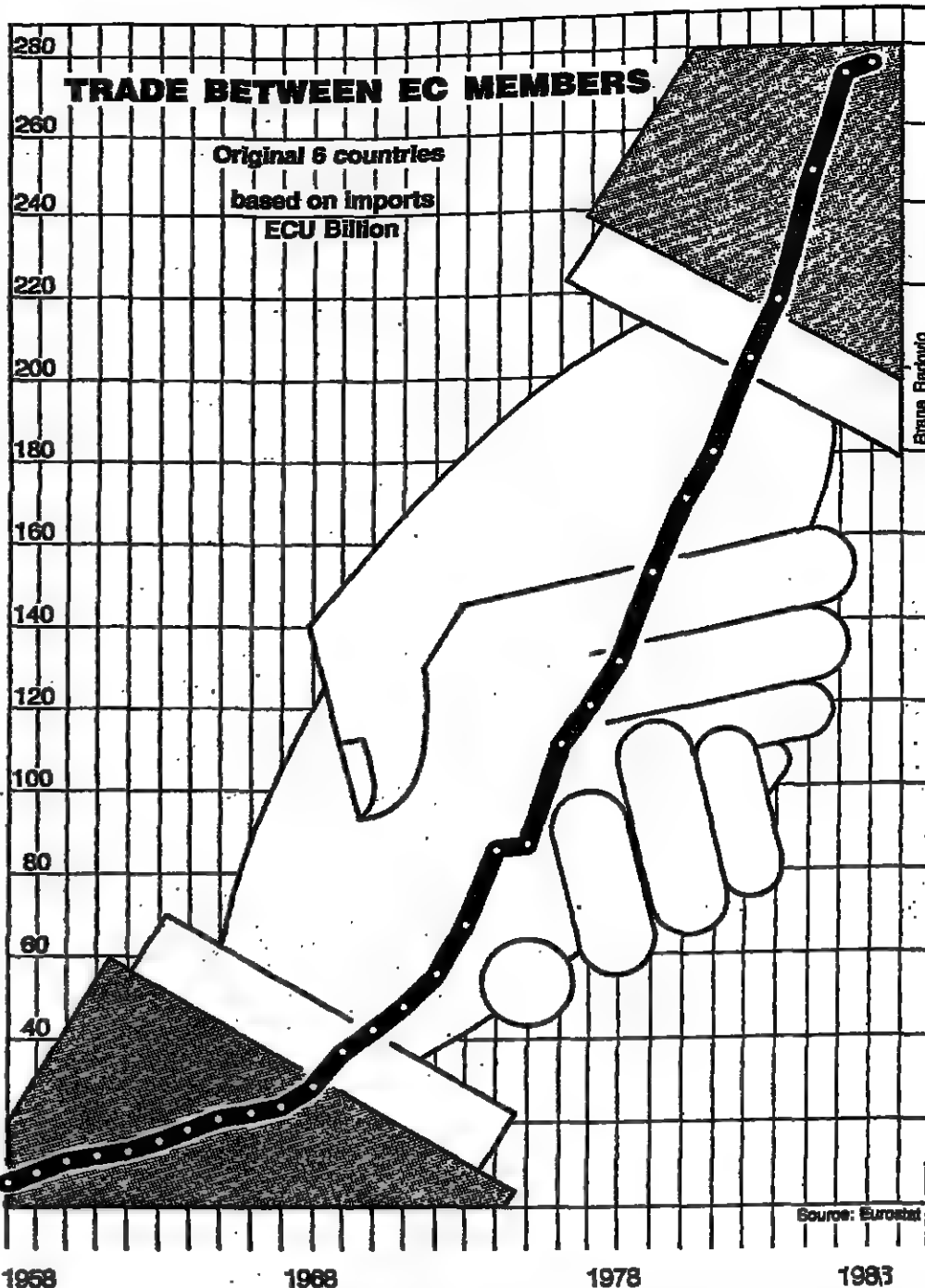
Meanwhile, Greece, Spain and Portugal, three of the poorer members, all face the arduous task of coping with the obligations of the programme while still in the midst of transition to full membership of the Community.

The danger is that EC cohesion could be strained to breaking point. Some experts are already warning that the full provisions of the programme may, in the end, be achieved only by a core group of richer member countries, thereby creating a two-tier Community.

That possibility was fore-shadowed in a recent report on the future of the Community prepared for the Commission by a committee chaired by Mr Tommaso Padoa-Schioppa, deputy director of the Bank of Italy. Its recommended solution was a substantial increase in the EC's structural funds to aid the poorest regions.

The Commission has reacted warily. It is loath to get into a game of barter in which acceptance of the internal market is traded for promises of large resources transfers. It fears that this would lead to the Cockfield programme becoming inextricably bogged down in disputes about the financing of the Community budget.

Even if this pitfall can be avoided, there are numerous others still to be negotiated. While Lord Cockfield has stressed that the approximation of VAT and excise taxes as the most important step towards the planned removal of all customs controls at internal EC frontiers, progress could easily be stalled by national insistence on maintaining border checks on veterinary and plant health.



It is not difficult to imagine the field day which some British politicians could have with EC proposals to abolish controls on rabbits.

In services, the fastest-growing sector of the EC economy, but also the one most hemmed in by national restrictions, it is not clear that a majority exists in the Council for liberalisation; all the more so since the collapse earlier this year of efforts to introduce a modest amount of competition in air transport. And still to be heard, of course, is the difficult question of agriculture.

Equally ill-defined at this stage is what sort of external trade policies should accompany the creation of a single market. One school, headed by France, argues that unless EC defences against third countries are strengthened, the main beneficiaries of a single market may turn out to be non-European companies.

Another, which includes the UK and West Germany, opposes any automatic move to raise protective barriers around the Community. The Commission has actively avoided taking a formal position for fear of weakening the EC's hand in its increasingly fractious bilateral trade relations with the US and Japan.

Some experts, including the authors of the Padoa-Schioppa report, argue that much more emphasis must be placed on closer co-ordination of economic and monetary policy.

Viscount Eleanore Davignon, the former Industry Commissioner, is still more adamant: "I don't believe for one instant that you will get a real internal market unless you get a unified monetary policy."

For the moment, further moves in this direction remain low on the agenda of many EC Governments. The key question is whether the Community's decision to set its sights on the pragmatic, down-to-earth goal of completing the internal market reflects an abdication of efforts to achieve integration at higher levels of policy, or whether pressure for such integration will reassert itself spontaneously as trade obstacles fall.

The answers are unlikely to emerge before 1992, and quite possibly not until much later. But as the Commission battles to make EC Governments live up to their commitments, it can at least take comfort in the knowledge that it is swimming with the tide.

International trends including deregulation, the quest for global markets and rapid technological change are conspiring to break down national market barriers worldwide. Ultimately, these forces are likely to prove more powerful than the capacity to resist of even the most determined EC Government or industrial lobby.

A second article next week will consider corporate responses to the single market.

Greener's large  
Scotch

To the modern marketing man an international brand is, in theory, much the same as another, calling for the same disciplines whether it be liquor or a cigarette lighter.

Yet to Tony Greener there is a clear distinction between the pens and perfumes he marketed at Dunhill and the Scotch whisky industry he will preside over as the new managing director of United Distillers.

"The disciplines of international marketing must be the same," he says. "But I would be the last person to claim to be knowledgeable about Scotch whisky. Merely there will be many people around me who know a great deal."

Greener, who is 47, may be a new boy in the world of Scotch whisky, but he is no stranger to United Distillers or to Guinness, its parent company.

He was one of the band of non-executive directors drafted into Guinness at the behest of the Bank of England last autumn in the wake of its bruising battle for Distillers, and before the scandal exploded.

After his years at Dunhill he is well equipped to tackle the task of turning United Distillers into a broadly based international drinks company.

Under his managing directorship Dunhill has been transformed from a cigarette lighter company into a luxury goods conglomerate embracing enviable brand names such as Chloe perfumes and Mont Blanc pens.

As a man recruited for his international marketing skills Greener's pedigree is rather unusual by profession he is an accountant. In his spare time he puts that skill to a sporting use. He has been treasurer of the Royal Ocean Racing Club for the last five years.

Last month, sailing in his tenth Fastnet race, a tough 600-mile course, he crewed in Nirvana, the boat which won "line honour" by being first round the course.

## Men and Matters

## Gauntlett's dream

Victor Gauntlett, fresh from selling 75 per cent of the Aston Martin sports car luxury car company to Ford, surfaced at the Frankfurt Motor Show yesterday and professed to be "as pleased as a dog with two tails."

There are many things still to be sorted out, but Gauntlett, who remains chairman and chief executive of Aston Martin as well as a 12.5 per cent shareholder, can now see his dreams of building another factory alongside the existing one at Newport Pagnell, Buckinghamshire, possibly coming true with Ford's support.

There, Aston Martin would use new technology to build smaller, less expensive cars, perhaps costing £35,000 to £40,000 at today's prices, at the rate of about 1,000 a year. Gauntlett stressed that the existing plant would continue to produce hand-built models which currently cost from £65,000 upwards, and it might be possible to increase annual output from 500 to 650 by being more efficient.

Aston Martin has had a chequered financial history. Four years ago, Gauntlett recalled, CIX Industries, then one of his partners in Aston Martin, bailed out providing another £250,000 to "refuel the business."

Gauntlett pointed out with a smile that today's reports suggest Aston Martin is worth anywhere between £10m and £25m. While giving no indication of the exact amount, he did admit: "Three years ago it was worth nothing."

Aston Martin has been profitable for the past two years, he said. The only reason the controlling shareholders, the Livorno family of Greener, which has shipping and oil

interests, decided to sell out was "they realised they could contribute money but not the necessary automotive expertise."

## Right woman

Richard Luce, minister for the arts (and the civil service), appears to have an altogether more robust concept of the fire-power needed to manage his portfolio than any of his predecessors.

As his political adviser he has just appointed a formidable and articulate Conservative woman Elizabeth Cottrell, aged 46.

She has twice fought parliamentary seats for the Conservatives, unsuccessfully (Redcar in 1979 and Ipswich in 1983).

She cut her political eye teeth contributing speech material for Margaret Thatcher during the Prime Minister's early years in office. Cottrell was then director of research at the Tory-backed Centre for Policy Studies.

In a party which is too Home Counties-based for its own comfort, Cottrell is a rare breed of Conservative — she is towards the right of the party but has impeccable working-class roots.

Her father was a miner in the North Wales coalfield. After Grove Park Girls Grammar School, Wrexham, she won a place at Cambridge, and eventually got a doctorate in history. She is married with a daughter.

What she will offer the government in the way of political direction of the arts is, as yet, unclear.

Since 1984 she has been actively engaged in consultancy work for the motor industry, and her written works cover such philistine matters as the British steel industry, and banking in the EEC.

But her friends agree she has a highly developed political instinct, which could play an important part in the development of the government's strategy for the arts.

## Border lines

Not even the most sanguine on-looker could expect the signing of a variety of accords between East and West Germany to melt the four decades of icy relations between Bonn and East Berlin.

Just to underline the differences, both delegations brought out identical versions of the same communiqué at the close of two days of political talks in Bonn yesterday.

The East German press bureau managed to bring out its communiqué in important-looking heavy type, a few minutes before the West German one. Wolfgang Schauble, the perennially cocksure Bonn Chancellor responsible for arranging the talks, commented with heavy humour that this was an example of East Berlin leading the way in openness to journalists.

Both sides gave separate briefings yesterday in a concrete slab of a hotel near the Rhine. Wolfgang Meyer, the East Berlin press spokesman, read out a long series of statements designed, among other things, to dash decisively Bonn's notion that East and West Germany are in reality the same nation.

In spite of the attention paid to the "German question," German journalists seemed reluctant to ask him questions afterwards.

Asked whether, after the ceremony of Erich Honecker's visit, East Germany had finally lost its inferiority complex, Meyer replied archly that East Germans did not need to come to Bonn to lose any complexes. As for Helmut Kohl's entreaties for Honecker to withdraw orders to shoot East Germans trying to flee across the border, Meyer stiffly observed: "Keeping order at the border is a matter which every sovereign state itself has to decide."

Observer

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## Raymond Snoddy on the advent of new technology at the Financial Times

THE FRONT and back pages of yesterday's Financial Times represented a revolution for the paper. Probably few readers noticed—the only clue was an impression of slightly thicker, blunter type—but the change was dramatic all the same.

The pages were produced by direct input and its introduction is a symbol of the technological change that has transformed production methods, manning levels, work practices and profitability of Britain's national newspaper industry.

Now a front-page story written by a journalist using an electronic screen will go, after on-screen editing, directly to a computer-driven automatic typesetting machine without any intervening process.

In the past, a journalist's copy had to be re-keyed by compositors creating metal lines of type on Linotype machines which were little changed in concept from the 1870s. This process, referred to as hot metal printing, is now on the way out at the FT.

Already, the management and technology pages and survey articles are being set by the computer-generated "cold type," and the prices pages have been computerised for more than 10 years. The rest of the paper will follow in the next few months.

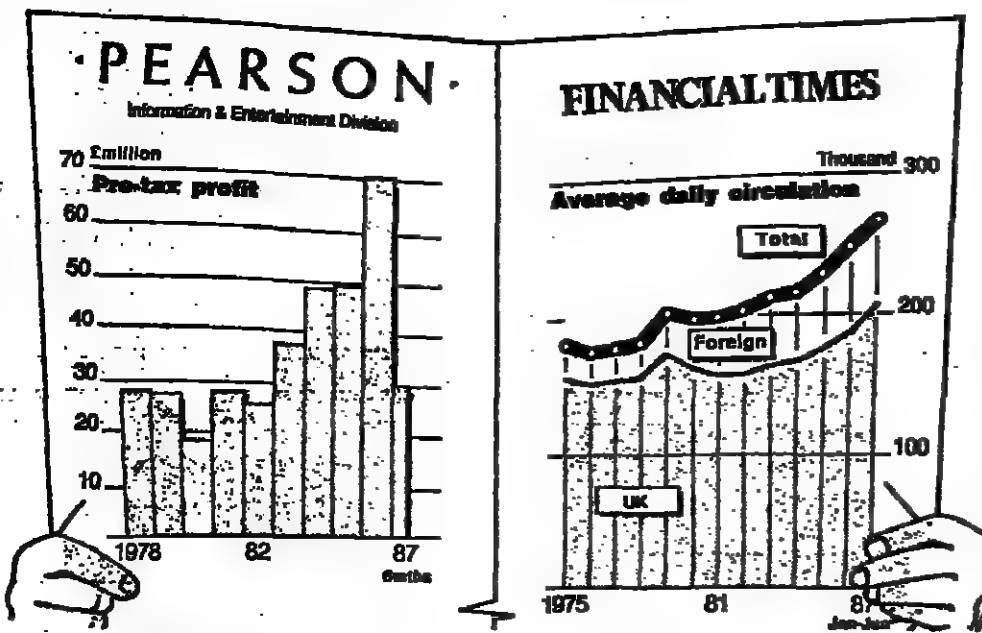
It will inevitably be a period of transition. Hot metal will co-exist with photo composition — "cold type" — making some pages look different from others.

Printing plates from cold type bromides used on the FT's existing 30-to-40-year-old presses will cause some deterioration in the quality of the type. Under the existing hot metal process an impression is made on a paper maché from a metal original; the fong is used in turn to create cylindrical printing plates. The new cold type process, the page has first to be filmed to produce a polymer plate before transforming this into a fong and printing plates.

The Guardian, for example, was so concerned by the smudgy appearance caused by the combination of technologies that it moved to contract printing around the country for the transition period while its new printing plant was being completed.

However, this was not an option open to the FT: local printers could not cope with such a large newspaper including numerous special surveys. The FT is now experimenting with a thinner typeset and adjusting taking processes on the presses to improve clarity during the next few months.

Until the new presses come on stream next July the paper has also decided to spend



## Keeping pace with the revolution

\$200,000 on technology which will allow polymer plates to be used directly on the presses, reducing the number of processes and with it the danger of degradation.

From next summer there will be a quantum leap forward in clarity, cleanliness and general appearance of the whole FT," says Mr David Palmer, general manager of St Clement's Press, the separate Pearson company which prints the FT.

Direct input became inevitable in Fleet Street, despite the opposition of unions fearful of job losses, because of new titles such as Today and the Independent, but most of all because of Mr Rupert Murdoch's move to Wapping 18 months ago.

The FT is far from being first down this road. Nearly a year ago The Daily Telegraph and Sunday Telegraph began printing at new plants in London's Docklands and the move to direct input was completed at the end of August.

The Guardian is already directly inputting its City, sports and foreign pages and the transfer will be complete by Christmas.

Journal itself, with a total circulation of around 4m, has been highly automated since the 1980s—although, according to Mr Urban Lehrer, managing editor of the European paper, typewriters were still being used in its US editorial offices as recently as 1984.

Critics, such as media consultant Mr Harold Belinfante, believe the Financial Times should have moved to new technology years ago and that "it was a paper begging for computer technology." Mr Lind argues that a small circulation, specialist newspaper with a virtual monopoly of certain types of advertising was in a much stronger position than Murdoch's move to Wapping 18 months ago.

For the FT, the move to direct input is just one aspect of a fundamental transformation in the operation of the business as 30 years of change is compressed into 18 months.

Apart from the move to direct inputting, the paper is building a printing plant in London's Docklands. On schedule for completion next July it is equipped with the latest Goss Headliner web offset press.

The paper also recently announced it had bought new headquarters on the south side

of Southwark Bridge for £74.4m following the sale of its present premises, Bracken House, to Japanese construction company Obayashi for £143m.

The changes in production methods come after years in which there has been bitterness and disruption. A strike by machine room staff in 1983 which took the paper off the streets for 16 weeks appeared to achieve little and Mr Frank Barlow, who became chief executive of the paper in 1983 at one stage issued individual writs against machine room workers.

Now, post-Wapping, Mr Palmer believes he has reached "satisfactory" agreements on redundancies, working levels and working procedures with local printing union chapters for the new technology and printing plant, although the agreements have yet to be ratified at branch and national union level.

"After Wapping the management attitude is: we've got the bastards now," said one printer with a resigned air. Apart from around 400 "voluntary" redundancies, most to come from the 640 production workers, the unions have also been asked to accept lay-offs without pay if the failure to honour disputes procedures

leads to a stoppage. Unions will be grouped into three bargaining units — pre-press, press and post-press. Unresolved disputes will go to the conciliation service Acas, but will not involve binding arbitration.

"All the local chapters have agreed and I believe it will go through the union at the end of the day. There is an inevitability about it," said Mr Dennis Tame, who represents 60 Linotype operators who will all be going. Most will be getting the maximum £50,000 redundancy payoff; the exact level of payoff will depend on years of service.

"We are all skilled men but it is a skill that looks like dying out," said Mr Tame.

The final deal emerging looks similar to those reached by the Daily Telegraph with its production unions.

The present changes are the culmination of a plan drawn up several years ago, partly with the threat of competition from the Wall Street Journal in mind.

We were very far down the line in our plans before Wapping which is why we were able to announce them in such detail last year," said Mr Barlow.

The new Dockland presses will allow the FT to produce 56-page issues in two sections for the first time compared with the present 48. Additional editorial space will be devoted to coverage of foreign news and international markets.

The period of transformation comes as the paper's circulation is showing strong growth. The unaudited figure for August, when sales normally slide because of holidays, showed a new record of 311,000.

The Financial Times is also in negotiations for a second European printing plant in the area between Lille and Brussels. At the moment the paper is printed each day in Frankfurt and New Jersey as well as London.

Mr Barlow has decided that Europe should be the paper's primary target. It will try to sell as many copies as possible in both the American and Japanese markets.

As the Financial Times puts the final touches to its modernisation plans City analysts forecast strong growth. Mr Derek Terrington, publishing analyst at stockbrokers Phillips and Drew, believes the Financial Times has been too relaxed about its move into overseas markets and in maximising the potential revenue from its database of information.

Despite that, he says the move to Docklands will save about £10m a year on payroll costs of 238m and "with its international appeal growing, the paper looks set to go from strength to strength."

# A reformed EMS is right for Britain

By Gerald Holtham, Giles Keating and Peter Spencer

IT IS NO secret: the British Government has been living in sin with the EMS. Since February the pound has been pegged in the range DM 2.90-DM 3.00 without the UK actually joining the EMS's exchange rate mechanism. The debate in the UK has been about how long Britain can get away with this politically — and about whether it should tie the marital knot when the shotguns do come out.

That debate has been entirely insular and — astonishingly — has ignored an increasingly impassioned debate within the EMS about the future of the system. It is as if a self-absorbed old bachelor were cogitating on the advantages of marrying his mistress, without noticing that she was contemplating a sweeping change in life-style.

The French have tabled a series of proposals for reforms to the EMS, discussed at yesterday's meeting of central bank governors in Basle. Their effect would be to make European monetary policy a more co-operative affair. That would change the current situation in which the Bundesbank enjoys a unique autonomy in monetary policy.

For, whatever the intentions of its original framers, the EMS has worked as a D-Mark zone. The Bundesbank has set a monetary policy exclusively based on its perceptions of German interests. To reduce exchange rate changes, other EMS countries have had to converge on the German line. In general, the periodic realignments of currencies have not been sufficient to offset slower German inflation, and the other countries have lost competitiveness.

That was acceptable in the early and mid-1980s, when the overriding aim of macro-economic policy was to reduce inflation. In effect, Germany buttressed the anti-inflation policies of its partners and was rewarded with advantageous access to their markets.

Now, the decline of inflation and doubling of European unemployment has created a situation in which priorities for intra-marginal intervention are increasingly in European countries.

Moreover, the relaxation of exchange controls in nearly all EMS countries removes the scope for delaying realignments without damaging lurches of

domestic interest rates.

Despite a convergence of inflation rates, therefore, currency realignments in an un-reformed EMS are likely to remain as frequent as in the past. And their negotiation is likely to become messier because they will be more transparently about competitiveness and, therefore, relative unemployment, than they were at a time of higher inflation. No wonder there is ambivalence in the UK about joining the current system. But what of the proposed reforms?

The French want a joint approach of EMS countries to the dollar and yen. So the preferred value of the D-Mark against those currencies would depend on the views of EMS policy-makers outside Germany. Underpinning this, they want agreed targets for monetary policy in each EMS country, a set of "indicators," not unlike those discussed in the G5 context, as a means to co-ordinate policy internationally. With such targets agreed, all EMS countries, including Germany, would have equal responsibility for protecting EMS parties.

This last would be achieved by countries being able to hold as much of each others' currency — including D-Marks — in their reserves as they wish. They could then use the D-Mark to intervene in foreign exchange markets before their currencies reach their EMS parity limits, without the permission of the Bundesbank. Moreover, the French suggest that the Bundesbank should provide credit lines to partner central banks to facilitate such direct intra-marginal intervention.

All this is quite different from existing EMS rules. Now, the Bundesbank, or any other central bank, is obliged to support an exchange rate and make credit available to partner central banks only when the currency reaches its parity limit.

The reforms have naturally aroused Bundesbank opposition. So far the Bundesbank has been reluctant to afford credit lines to partners for intra-marginal intervention, although yesterday in Basle it apparently agreed to do so on a case-by-case basis. It has been unwilling to compromise on this issue because of the fear that these reforms would threaten its control of the German money

supply. At least one Bundesbank council member sees the changes as turning the world upside down and putting the EMS in the hands of higher-inflation countries rather than those stressing stability (ie, Germany).

That is a risk. If the Bundesbank were to surrender day to day control of German monetary conditions, in the interests of allowing other countries better to defend EMS parties, what in the system would act as ultimate guarantor against a resurgence of inflation?

The answer must lie in the agreed indicators which must guide overall European monetary policy. If other countries are observing targets for nominal GNP or other aggregates denoted in money terms, the Germans could be obliged, under this scheme, to show flexibility with regard to their domestic targets in order to preserve exchange rates. If others were missing their targets, the Bundesbank could revert to control of domestic monetary conditions and would not be responsible for existing parties. The trick would be not to dilute the Bundesbank's credibility but to extend it to a broader range of indicators.

Discussions on indicators have begun but are apparently making slow progress. The Germans realise they have to show some flexibility so that the EMS is not so obviously a pure D-Mark zone but they have so far been reluctant to make real changes. The whole matter will be discussed again at the EC Ministerial meeting on September 13 and 14.

That is where Britain should come in. Reform of the system along the French lines would remove one of the British objections to entry, and the one thought to weigh most heavily with the Prime Minister: namely the political risk the UK cannot become a mere monetary satellite of Germany.

The entry of the UK into the EMS debate at this stage could be of great importance. Particularly if it was made clear that reform was a *sine qua non* for British entry, success would force a system that the UK could benefit from; failure would provide reason enough to stay out. It is time to stop haggling over the marriage contract.

The authors are economists with Credit Suisse First Boston.

## Broadcasting tests ahead

From the Director, Cable Television Association.

Sir, — Your leader "Broadcasting tests ahead" (September 7) was right to point out that direct broadcasting by satellite is especially favoured by government. The temporary monopoly that British Satellite Broadcasting will enjoy, however, is only a small part of the favoured treatment accorded to this enterprise. As the regulations stand BSB services are categorised as a "must carry" for cable television systems. While we look forward to having additional product to sell, we see no reason why we should be forced to negotiate the carriage of BSB channels with one hand tied behind our back.

Even more serious is that under current regulations no licence whatsoever will be required for BSB services to be carried on relay systems in blocks of flats — even inside a cable franchise area. Once BSB's three channels are provided in this way, much of the incentive for blocks of flats to connect with a cable system will be negated, and could well bring development of cable in urban areas to a full stop. If cable was just another means of distributing television entertainment, this might be a matter of no great national concern. The government intention, however, is that the industry, although entertainment led, should become the third force in telecommunications by providing competition to BT at local level. By the unwarranted privileges accorded to BSB, government appears to be determined to stab its own ox. It is time to end the unique advantages that BSB has been accorded.

Nicholas Mellor, 50 Frith Street, W1.

## Competing with vigour

From Mr J. York

Sir, — As chief executive officer of European Voyis Corporation International, the joint venture between ICI and Eni-Chem which is the subject of an article in your edition of August 26, I must take issue with some misleading comments therein.

Exemption under Article 85(3) if granted, will in no way imply exemption from price fixing or market sharing arrangements. EVC is competing vigorously, and will continue to do so, with about a dozen international companies in western Europe alone and throughout our many presentations to the Commission, it has been particularly alert to ensure that the concept of "workable competition" exists and will persist

## Letters to the Editor

after the creation of EVC.

Acceptance by the Commission, after almost two years of detailed discussions, is an acknowledgement that the significant restructuring benefits far outweigh any theoretical anti-competitive effects. It is not a licence to contravene any of the Commission's strict anti-trust regulations.

John York, Boulevard du Souverain 360, B-1180 Brussels.

## Independence of auditors

From the President, Institute of Chartered Accountants.

Sir, — The independence of auditors (September 8) is a matter of real public interest and an issue on which we welcome discussion, but your leader on the subject unfortunately contains a number of misconceptions.

It is not true that the accountancy profession has been "immune" from the general trend towards government to attack restrictive practices while simultaneously increasing regulation. In recent years the profession has removed its restraints on advertising with results as seen almost daily in the pages of your own newspaper. The Office of Fair Trading is currently reviewing our rules within the scope of competition legislation to see whether any restrictive practices remain. Regulation of the profession has been or is being tightened in the fields of insolvency practice, investment business and auditing.

You say that there has been "no serious assault on the privileges of the profession." So far, as we are aware, the profession has no privileges. You do not mention any. You are not, I assume, suggesting that any unqualified persons should be allowed to undertake audits. You repeat the by now traditional insinuation that there is a conflict of interest between auditing and the provision of management consultancy services to audit clients. Professional guidance on this subject already exists to ensure that the auditor's independence is maintained. No evidence has yet been produced, nor is there any reason to believe, that there is a problem in this area.

You advocate statutory disclosure of fees paid to auditors for non-audit services. In the absence of a similar requirement for fees paid to non-auditors, this would merely distort management decision-

making. The shareholders will be the losers.

Your claim that the Department of Trade and Industry proposes to maintain the present balance between statutory and self-regulatory arrangements for the auditing profession is so far from the truth as to be almost bizarre. The current debate on independence is part of a larger debate on the implementation of the EC eighth directive. The effect of implementation will be to establish statutory regulation and control of the auditing profession by the Secretary of State.

Your leader writer is also apparently unaware that the Department of Trade and Industry have already agreed that the monitoring of auditors should be introduced. This development has been reported in your own newspaper in recent months.

Above all, the profession is well aware that, in the debate on outside shareholdings in audit firms, the overriding consideration must be the maintenance of unassailable safeguards for the independence of the auditor. No one disputes that. And on this issue I am happy to agree with your leader.

Arthur Green, Chartered Accountants Hall, Moorgate Place, EC3.

## Safety at work

From the Director-General, Health and Safety Executive

Sir, — Any proposal to improve the deteriorating state of safety at work deserves consideration. Mr N. Coult (September 4) suggests that the Health and Safety Executive should relieve itself of day-to-day inspection by providing under regulations that firms be regularly inspected by competent persons.

There are growing numbers of reputable safety consultants to industry who deserve (and receive) encouragement from HSE. Their role under new regulations (eg, on ionising radiations), and others to come, is increasing. The legal guarantee to them of an immense market at industry's cost, which is what Mr Coult is proposing, would, however, be a considerable further step.

In view of his brisk proposal that I should be sacked for not introducing this measure, may I suggest some complications? Quite aside from the likely reaction of employers, would not employees and the Trades Unions be likely to see privatisation of a large part of their

protection as retrograde? Both sides of industry are represented on the Health and Safety Commission, which alone could introduce the regulations in question, and has in fact asked for more inspection by HSE. Might not the public also look askance if, say, the inspection of nuclear power stations, major chemical plants, dangerous pathogens laboratories, experiments in genetic manipulation, coal mines, etc, etc, were out of public hands? Or is there a line to be drawn? Where? And would a Government committed where feasible to reducing burdens on industry not wonder about so comprehensive a proposal and the costs of its enforcement?

I should point out that the Executive's major function in proposing safety standards for the entire range of individual processes, in consultation with industry, is indissolubly connected with the day-to-day work of our inspectors, whose daily observation of good (and bad) industrial practice enables them to advise on sensible and attainable standards. An office-bound system of laying down the law on detailed technical matters intimately affecting our industrial prosperity, as well as people's health and safety, would be very ill-advised.

J. D. Rimington, 1, Chesetow Place, W2.

## The back office solution

From Mr D. Hagerroft

Sir, — The back-office problem arises because a market, whose purpose is to serve the public, buyers and sellers, and thereby make an honest turn, seems to have lost touch with reality. Changes long overdue have at last arrived and now the market is trying to catch up with a sophisticated domestic demand, world-wide trading shortly to be 24 hour and wonder products which seem a good idea at the time.

Mr Wilnot (September 4), I agree with your sentiment but it addresses a problem partly market made and partly political. New shareholders want a simple process where from payment being made a share certificate is received and dividends are paid direct. If that is what they are offered and expect the market must adapt. If this results in a failure to deliver the deductions must be that the market is inefficient, the political thrust is wrong and that credibility in both aspects is diminished.

It may be possible to change the system as you suggest, but I think that the BP issue has overtaken your solution and the ability of the market to deliver will now be tested.

Derek R. Hagerroft, 5 Burgon Street, St Andrew's Hill, EC4.

Imagine the scene. You're home from work. Your eyes meet. "Hi love, I've got some good news and some bad news. First the good news, I'm going to Dubai on business again."

## EVEN

Her face falls. This is not the first time you've said this.

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## TIME

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# FINANCIAL TIMES

Wednesday September 9 1987

**PLUMB CENTER**  
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THE NAME BEHIND THE NAME

## Judy Dempsey recently in Sofia reports on efforts to create a modern industrial state

### Bulgaria's road to economic reform

THE DAY after Bulgaria's President, Mr Todor Zhivkov, made his monumental speech at the Central Committee Plenum in July, it was impossible to buy a copy of the party newspaper, *Rabotnichesko Delo*.

People seemed to be genuinely interested in what he had to say. It was no wonder. Eastern Europe's longest-serving leader had delivered one of the most radical programmes for restructuring the country's economy, as well as redefining the role of the Government and spelling out the scope of the Communist Party.



**BULGARIA**  
Area: 110,912 sq km  
Population: 8.9m (1985 census)  
Net Material Product: 24,907m leva (1984)  
Imports: 14,002m leva (1985)  
Exports: 13,736m leva (1985)  
Total net value of goods & productive services, including turnover taxes produced by the economy  
\*1984/5 Leva = about \$1  
Europa Year Book 1987

In his speech, the energetic 76-year-old had no qualms in singling out inertia and bureaucracy for blocking change. Neither did he shy away from criticising mismanagement, inefficiency and those party officials who took their jobs for granted. He called for more glasnost in the newspapers and proposed a major overhaul of the ministries and the structures of local government, which he described as "feudal barons". Old ways of thinking no longer had a place in Bulgaria.

Many of these criticisms have already been heard from the Soviet leader, Mr Mikhail Gorbachev. But Bulgarian officials are at pains to argue that what is taking place in their country is no mere replica of what is happening in the Soviet Union. They point out that the reforms in Bulgaria predate the waves of change in Moscow and that Bulgaria is embarking on its own road to restructuring.

"The process in Bulgaria began back in the 1970s, before Mr Gorbachev came on to the scene," said Mr Jaroslav Radev, an academician and deputy head of the state committee, which is due to be disbanded.

Mr Radev is now responsible for drawing up amendments to the constitution and is one of the architects behind changes to be introduced in the National Assembly, or parliament, which will give the hitherto all-powerful institution more power. But, if the reforms predate Mr Gorbachev, why did they take so long to introduce and where are they leading?

Officials in Sofia call the reforms a "process" which will lead to a modernisation of the economy. They willingly concede that, over the past few years, the overbearing centralised structures of the state and its suffocating bureaucracy have outlived their usefulness.

This is the view of Mr Andrei Lukinov, head of the newly formed Ministry for Foreign Economic Relations and a candidate member of the Politburo. Mr Lukinov is one of the younger generation of technocrats who now believes it is time the Bulgarian authorities chipped away at the structures of the state.

"After the war, the state had a real function," said Mr Lukinov. "It was necessary to industrialise the country. The state had to have all the means at its disposal to do this." Now, he said, Bulgaria had reached a new stage of development. It had to move away from extensive industrialisation to intensive production. That demanded far less interference from the state whose centralised structures were inhibiting the reforms, as well as devolving more responsibility and power to the enterprises.

The basis on which the enterprises will have more power and say in how they run themselves will be "self-management". But officials stress that

this will not be in the Yugoslav style, being fully aware that the Yugoslav economy is not the best advertisement for self-management.

"If we want to modernise the Bulgarian economy, we have to give people a feeling that they have a state in the running of the enterprise," said Mr Lukinov.

This means giving the workers' collectives the power to elect their own managers and allowing them to make their own investment decisions, supported by the newly formed "associations" to give advice.

This means the enterprises will no longer rely on instructions or plan targets from the ministries, whose powers will be severely curbed. If an enterprise cannot make ends meet, as a last resort, it will be declared bankrupt. Other officials openly argue that thousands of bureaucrats will lose their jobs as a result of the slimming down of ministries and their powers.

But after years of being accustomed to the state making the decisions and the party organisation interfering, as well as pampering the enterprises, do the experts and skills exist on the ground to take on this new responsibility? Mr Lukinov and his colleagues think the process has to start sometime.

"Managers must develop qualities which, so far, had not been

expected of them," he said. "It will take time. The state has to help in the process, not by interfering but by providing the know-how, information and advice."

He and other officials are looking towards the future. "If we want to form a new generation of managers who are adequately trained, we have to give them responsibility - it is one of the ways in which the economy can be modernised," said Mr Lukinov, adding that those who stand in the way, or who are unwilling to face new responsibilities, will have to "step aside".

There is, as in the Soviet Union, resistance to these changes. Bulgarian economists, such as Mr Angelov, point the finger at middle management. Mr Gencho Arabadjiev, the deputy editor of *Rabotnichesko Delo*, said that the party organisations in the provinces built up corrupt little fiefdoms of power. This partly explains why, in one sweep last month, Mr Zhivkov got rid of the 29 provinces and replaced them with nine larger territorial structures.

The question is whether or not all the changes can be understood by the enterprise managers and the people. Scenarios say that because so many changes have taken place in the past two years - involving the setting up of new councils, the abolition of ministries, the disbanding of councils and the re-establishment of new ministries - that many people are confused.

Some Western businessmen think the reforms have been hastily drawn up, partly in response to pressure from the Soviet Union and partly in reaction to Mr Zhivkov's determination to demonstrate his flexibility.

"There is no doubt we are enthusiastic and pleased with what Mr Gorbachev is doing. He gives us great encouragement," is a common riposte. Officials warn, however, that the patient cannot expect to see more changes in the near future if Bulgaria is to gear itself up to becoming a modern industrial country. Mr Zhivkov's reforming spirit, they insist, has a long way to go.

## Schlueter looks set to lose working majority

By Hilary Barnes in Copenhagen

DANISH Prime Minister Poul Schluter's four-party minority coalition, which has governed Denmark since 1982, looked set to lose its working majority after yesterday's election. But the opposition Social Democrats did not look as if they would be in a position to form a government.

A forecast last night, based on 27 per cent of the votes counted, suggested there would be a new socialist majority in the 179-seat Folketing (parliament).

However, Prime Minister Poul Schluter's coalition will only be able to remain in office with the support of the tax-protest Progress Party, which looked set to advance from six to nine seats, and would therefore hold the balance of power.

The equivocal affirmative which the voters were apparently preparing to give the coalition could cast the country into a new period of political uncertainty.

Two new parties were being given a chance of gaining seats by two of yesterday's three opinion polls. The Greens and the non-orthodox Common Cause communist party, led by the chairman of the Seamen's Union, Mr Proben Meelert Hansen.

The polls had earlier indicated that the tax-protest Progress Party might also increase its representation.

The leader of the Radicals, Mr Niels Helweg Petersen, has said that his party could not support a government which had to rely on the votes of the Progress Party and predicted "chaos" if this arose.

Mr Schluter, it was earlier thought, might also lose the support of one of the two representatives for the Faroe Islands whose vote has saved the coalition from defeat on two occasions.

Mr Anker Joergensen, leader of the Social Democratic Party and Prime Minister for nine of the 11 years from 1972 to 1982, did not seem to have much chance of returning to power.

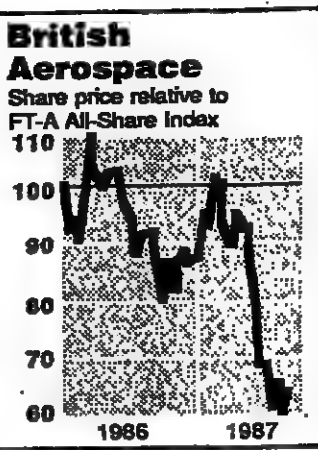
He insisted throughout the dull election campaign, in which the only real issue seemed to have been the choice between Mr Schluter and Mr Joergensen, that he would not form a new government unless his party improved on its 1984 performance.

The current Folketing (Parliament) comprises: Social Democrats 56, Radicals 10, Conservatives 43, Socialist People's Party 23, Centre Democrats 8, Christian People's Party 5, Liberals 22, Left Socialists 3, Progress Party 4, Greens 2, Faroes 2, total 179.

However, the Schluter group, which has already invested \$425m in Newmont, must put up a further \$600m in equity for the tender, while Wells Fargo has promised a credit facility of \$450m. Nikki Talk in London adds: ConsGold said yesterday that it had no contact with Mr Pickens and currently had no intention of changing its stance.

## THE LEX COLUMN

### Walking the plank at Hill Samuel



The latest upheaval at Hill Samuel looks like being a test case for the ethics of the new City. In planning the secession of an entire corporate finance department, the two sacked executives were doing nothing new in principle, though there is a touch of novelty about the scale. Analytical and other teams have been marketing themselves collectively for years, and though Hill Samuel argues that the two executives were in breach of their fiduciary duty - being directors of the banking subsidiary - there is doubtless precedent for that as well.

The ethics of the case are complicated by the fact that Messrs Swete and Hamner took the initiative in disclosing the outlines of the deal to their employers, whose agreement as principals was taken to be necessary. But Hill Samuel's response, though unusually vehement in a wider context. One pictures the reaction of an ICI board, say, on being told by executives that they had been privately negotiating the sale of a division to a BASF or a Dupont.

In acting as it did, Hill Samuel may well have frustrated the deal with the mystery buyer. At least in its planned form. But either way, the damage seems done. The whole debacle sheds an unwelcome light on the state of morale after the collapse of the UBS talks, and any executive who felt ready to join the original defection will scarcely feel more settled now. The 20 fall in the share price yesterday to 66p looks like balanced recognition of the increased certainty of a bid, and the reduced value to a bidder.

Interim results are probably regarded as a misleading irritant at British Aerospace, with its seven year lead-times. It is, however, rather a surprise to find the market taking the same view. Eyes are so firmly fixed on the optimistic prospects for 1988 that bigger than expected losses in the civil aircraft division - and consequent chopping of full year forecasts - actually boosted the share price. This is partly because the civil losses included the current effect of sterling's rise against the dollar (as well as cost over-runs on fixed contracts), but also provisions for such future losses.

Nevertheless, a rating of 13 seems to owe more to the fact that the share price has been

tumbling less fast than estimated full year earnings than to real faith in 1988. The order book may look good but a civil aircraft break-even is not guaranteed and neither is currency stability. Added to which the growing dependence on US defence expenditure does little for quality of earnings. Aerospace's longer-term bet on civil aviation deserves to succeed, but meanwhile more acquisitions capable of the returns produced by Royal Ordnance in these figures would be welcome. Otherwise raising the 15 per cent limit on foreign shareholdings will attract precious few takers.

**Hambro Countrywide**  
It is too early to say whether Hambros has stumbled on another money spinner which could match the phenomenal success of its previous Hambro Life Assurance investment. But its recent move into the estate agency business can no longer be dismissed as a rather eccentric diversification by a once proud merchant bank which had lost its way. First half profits of its majority-owned Hambro Countrywide estate agency business rose by 74 per cent, and the latter's 225m forecast for the full year helps explain the recent rerating of Hambros shares, which rose another 7p to 35p yesterday.

Hambro Countrywide is rapidly transforming itself from a sprawling group of suburban estate agencies into a fast growing financial services group whose main point of sale, to borrow the jargon, is the estate agent. It has already moved on from the simple business of buying and selling houses for its clients and is very active on the mortgage

broking business. Yesterday's innovative deal with Guardian Royal Exchange, which will provide it with an up and running life insurance company, enables it to add a whole new range of products to its distribution system, while protecting its future margins.

**Bowater**  
Bowater's £80m rights issue makes the company seem more than ever like a lump of cash looking for something to do. This need not be a bad thing, given that a pragmatic BSA-style approach has replaced the old uneasy attempts to make sense of what had become a rag-bag of businesses. There is a further note of uncertainty, though, in the news that Bowater is shortly to branch out into a further unspecified new direction, probably in US manufacturing.

The financing method is equally unclear. The rights issue, limited in size by the company having reached the limit of its authorised share capital, is not big enough to do anything important with. But given the new management's willingness to live with 100 per cent gearing in the short term, it leaves scope for cash expenditure close on £400m. Although the issue looks safe enough, it seems unlikely that the shares will go much above their present 588p until plans become clearer.

**Booker**  
Three years after being bid for, Booker no longer needs to justify its escape from Dees' attentions. With that pressure off, it can afford to indulge in remarks about profit growth slowing in the second half and disregard an 11p fall in the shares to 488p yesterday. That is a somewhat short-sighted response by the market. Booker's expansion in agribusiness, where the bulk of profits arise in the first half, counterbalances the food distribution side, which relies on second half trading for its profits. And at present the former is growing much faster than the latter.

With plenty of cash available for acquisitions, Booker's rate of profit and earnings growth should keep well up with the sector. On 263m pre-tax this year (254.6m) the prospective multiple is an unimpressive 14½ and the likely yield over 4½ per cent. Booker has yet to earn a premium rating but is on the way there.

## Pickens launches \$6bn bid for Newmont

By James Buchanan in New York



T. Boone Pickens: Impressed Wall Street

MR T. BOONE PICKENS, the Texas corporate raider, yesterday launched an all-out assault on Newmont Mining, the US gold and energy group, with an offer to buy out the company's shareholders for \$95 a share or about \$6.3bn.

In a move that sharply increases the pressure on Newmont Mining and its main shareholder, Consolidated Gold Fields of the UK, a group led by Mr Pickens began a cash tender offer for 28m shares or just over 52 per cent of Newmont Mining's stock. The shares would give the group, which already owns 9.95 per cent of Newmont Mining, a majority of the stock and a platform to buy out the remainder.

Yesterday's announcement deeply impressed Wall Street, dispelling most doubts in the investment community that the

group, which is led by Mr Pickens, could raise the money for a credible offer for Newmont Mining, which will soon be America's largest gold miner.

Analysts say that the cash offer, which comes at a time of nervousness about US stock prices, will be attractive to holders unless Newmont Mining or ConsGold, its 26.3 per cent shareholder and ally, can come up with an alternative. "They've brought a flat-footed," said Mr William Siedenburg, an analyst at Smith Barney, the US investment bank.

As late as last Friday, the market feared that Drexel Burnham Lambert, the powerful, big investment firm which has created a vast market for high-yielding bonds to finance take-

overs, would not be able to find "junk bond" investors for such a large and aggressive deal.

But in language which has come to be feared by corporate managers all over the US, Drexel Burnham said yesterday it was "highly confident" it could arrange the most difficult part of the financing, not only for the \$2.65bn tender offer but to buy out the remaining 50 per cent of Newmont if the tender is successful.

However, the Pickens group, which has already invested \$425m in Newmont, must put up a further \$600m in equity for the tender, while Wells Fargo has promised a credit facility of \$450m. Nikki Talk in London adds: ConsGold said yesterday that it had no contact with Mr Pickens and currently had no intention of changing its stance.

When the period ended, companies operating relatively inefficient underground mines in the interest rates in the US and the decision by Japan and West Germany to hold down their rates, despite relatively rapid monetary growth, was cited as evidence of such co-operation.

The officials acknowledged, however, that the Federal Reserve may face difficulties in raising interest rates further, while protectionist sentiment in Congress has inhibited the US Administration in its support for the dollar.

In those circumstances, some "shading down" of the informal target ranges agreed at the Lon-

## US objects to Brazil's debt conversion

Continued from Page 1

This stance would appear to be designed to put some pressure on the banks to come quickly to an agreement with Brazil which would allow it to resume paying interest and reduce the risk that Brazil's moratorium becomes a precedent which other major debtors might be tempted to follow.

The moratorium is putting growing pressure on US banks, because US regulators next month may declare Brazilian debt "value-impaired".

Though it remains unclear whether Brazil will seek a rapprochement with the IMF, yesterday's US Treasury statement said: "With respect to possible Paris Club action, Secretary Baker and Minister Pereira understood that any Paris Club rescheduling of official debt would require a formal IMF standby arrangement."

## Australian coal strike threat to foreign exchange earnings

By Chris Sherwell in Sydney

AUSTRALIAN coal miners were yesterday heading for a national strike, starting tonight and likely to last at least a week.

The resort to a strike, after the failure of weeks of talks between unions, the mining companies and the Government, will hit output of the world's largest coal exporting country.

It also poses a threat to Australia's largest foreign exchange earner when international prices are low, markets are tight and the country continues to face balance of payments difficulties.

Union officials said miners were angry at their treatment by employers, frustrated at the lack of action by the Government and concerned about the industry's future. "The time for rhetoric is over," said Mr Jim Maitland, the Miners Federation chief.

The miners are protesting against thousands of job losses and changes in work practices sought by the mining companies to help the industry survive the harsh external environment.

The unions want the Government to create a national coal marketing authority to support the domestic industry. The Government has refused.

The companies have also sought reductions in taxes and other government charges to reduce their operating costs. Progress on this has been minimal.

An earlier strike threat receded six weeks ago after the intervention of Mr Bob Hawke, the Prime Minister. Miners agreed to delay industrial action for a month provided employers put off any cost saving measures for the same period.

When the period ended, companies operating relatively inefficient underground mines in the interest rates in the US and the decision by Japan and West Germany to hold down their rates, despite relatively rapid monetary growth, was cited as evidence of such co-operation.

The officials acknowledged, however, that the Federal Reserve may face difficulties in raising interest rates further, while protectionist sentiment in Congress has inhibited the US Administration in its support for the dollar.

In those circumstances, some "shading down" of the informal target ranges agreed at the Lon-

## Dollar support fails to dispel pessimism

Continued from Page 1

relatively modest - totalling between \$150m and \$200m - and during European trading at least there was no sign of intervention by the US Federal Reserve.

Senior European officials said that the goal was to inject a note of caution into recent dollar selling and to signal that February's Louvre agreement to stabilise the US currency remained in force.

Central banks believed that present exchange rates were broadly sustainable and that speculative attacks on the dollar could be countered by a mixture of intervention and monetary policy.

The Federal Reserve's endorsement of the upward trend in interest rates in the US and the decision by Japan and West Germany to hold down their rates, despite relatively rapid monetary growth, was cited as evidence of such co-operation.

The officials acknowledged, however, that the Federal Reserve may face difficulties in raising interest rates further, while protectionist sentiment in Congress has inhibited the US Administration in its support for the dollar.

In those circumstances, some "shading down" of the informal target ranges agreed at the Lon-

## EMS changes agreed by central banks

Continued from Page 1

Germany has opposed this multi-currency approach as being too unwieldy, complex and difficult to operate. Mr Ciampi said the multi-currency idea went "beyond the subject which was under discussion". Improvements to the EMS were a pre-condition for such a change.

Mr Ciampi's sit-down briefing in a hotel room was almost unprecedented by the tight-lipped standards of Rome, where central bankers' remarks are usually confined to a few words outside the Bank for International Settlements, where they meet monthly.

German central banking sources expressed satisfaction with the agreement, saying it meant a greater willingness to intervene within the 2.25 per cent fluctuation margin above and below a member currency's central points (Italy is allowed 6 per cent).

But there was no actual obligation to do so. They said the aim of the package was to strengthen the internal stability of the EMS. It would also help the EMS withstand strains from a weaker dollar.

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Turnover	£14.85m	£13.50m
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Profit before tax	£2.77m	£2.05m
Earnings per share	6.9p	4.8p
Interim Ord. div.	1.8p	1.3p

The above statement is a summary of the interim unaudited results for the 6 months ended 30 June

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**World Weather**

Location	Temp	Wind	Cloud	Precip
Amsterdam	17	17	17	17
Antwerp	17	17	17	17
Birmingham	17	17	17	17
Bombay	27	27	27	27
Boston	17	17	17	17
Buenos Aires	17	17	17	17
Calcutta	27	27	27	27
Canton	27	27	27	27
Cebu	27	27	27	27
Colon	27	27	27	27
Hankow	27	27	27	27
Hong Kong	27	27	27	27
Kobe	27	27	27	27
London	17	17	17	17
Lyons	17	17	17	17
Manila	27	27	27	27
Medan	27	27	27	27
Osaka	27	27	27	27
Paris	17	17	17	17
Peking	27	27	27	27
Rangoon	27	27	27	27
San Francisco	17	17	17	17
Singapore	27	27	27	27
Sourabaya	27	27	27	27
Tokyo	27	27	27	27
Yokohama	27	27	27	27



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## SECTION II - COMPANIES AND MARKETS

# FINANCIAL TIMES

Wednesday September 9 1987

**IVECO**  
**Ford**  
**TRUCK**

BRITAIN'S INTERNATIONAL TRUCK MANUFACTURER

## GAF chairman leads \$2.3bn buyout offer

BY GORDON CRAMER IN NEW YORK

MR SAMUEL HEYMAN, the lawyer and property developer who in the last four years has built the New Jersey-based GAF into a leading producer of special chemicals and building products, yesterday launched a management offer to take the company private in a buy-out valued at some \$2.3bn.

The proposal, which would provide \$84 cash and \$2.50 in debentures for each share, sent GAF shares soaring \$14 higher in early New York dealings to trade at \$68.

Mr Heyman won the chairmanship of GAF after a hard-fought proxy battle in 1983, going on to launch takeover bids for Union Carbide and Borg-Warner, two large but embattled chemical manufacturers. Although neither of these succeeded, GAF made profits in the hundreds of millions from the subsequent sale of its stakes.

In his time at GAF Mr Heyman has consistently proclaimed the en-

hancement of investor wealth as his prime aim. However, the shares, after a sevenfold increase, have not been performing as well this year as some analysts had expected, despite uninterrupted growth in earnings.

Yesterday he pointed to the 22 per cent premium over last week's closing price which his deal would represent and preferred to take a longer historical view of GAF's market rating.

Noting that he had been elected "on a platform to maximise shareholder values," he said his management found satisfaction that acceptance of their offer "will have created increased shareholder values of more than \$2m as a result of the more than 800 per cent increase in GAF's stock price." Mr Heyman personally owns about 8 per cent of GAF and could thus expect to raise nearly \$173m cash if the deal went through.

The management group which he is heading said it intended to finance the transaction with its own funds and a syndicated bank loan led by Chase Manhattan, as well as additional funds to be raised through Drexel Burnham Lambert and Merrill Lynch Capital Markets, the two investment banks which have been retained as advisers to Mr Heyman's team.

The proposal will be evaluated by a committee of four independent directors advised by Salomon Brothers.

GAF had sales last year of \$753.8m, from which it made net profits of \$293.2m - this included a \$201.1m net gain from the sale of shares in Union Carbide. In the first half of this year, when profits reached \$174m, a gain of \$97.1m was recorded from its tender of Borg-Warner stock to a rival group led by Merrill Lynch.

## BTR wins US deal with first bid terms

By Steven Butler in London

BTR, the UK industrial conglomerate, yesterday succeeded in its \$33 a share, \$320m offer to acquire Stewart-Warner, the Chicago-based diversified engineering group.

The deal came through at BTR's initial offer price despite weeks during which Mr Bennett Archambault, Stewart Warner chairman, held out for a better offer.

Mr Edgar Sharp, chief executive of BTR Inc, the US subsidiary, said the agreement on price was reached at the weekend, after lapsing of the mandatory waiting period under US anti-trust legislation.

The Stewart-Warner share price had climbed to about \$37 after the BTR announcement of the offer in early August but by last Friday had settled down to \$33.

Mr Sharp said BTR stock firmly to the original offer and told Stewart-Warner on Saturday it was final.

The deal now the less contains an unusual provision aimed at discouraging alternate bids for the company prior to completion of the deal. BTR currently holds some 17 per cent of Stewart-Warner shares but has now obtained options to purchase 1.2m new shares at \$33, amounting to 18.5 per cent of the company.

This would take the total stake close to 36 per cent and make it extremely difficult for a rival bid to succeed. "It is simply a situation of locking the company up," said Mr Sharp.

The options would be allowed to lapse in the absence of a competing bid.

Stewart-Warner had 1986 sales of \$268m although it lost \$20.1m at the pre-tax level after making a \$23.7m write-off for restructuring.

George Graham in Paris reports on the sudden health of French state industry

## CDF-Chimie stages a recovery

FRANCE'S state-owned heavy industries are making a faster return to health than had been expected, Mr Alain Madelin, the country's Industry Minister, said yesterday.

CDF-Chimie, the state-owned chemicals group, is expected to return to profit this year, Mr Madelin said in a newspaper interview. This is the first time this decade the group has moved out of the red.

The earnings of CDF-Chimie, formerly the chemicals offshoot of the state coal industry, together with the profit expected from the state car group Renault, are expected to balance the losses of the nationalised steel group Usinor-Sacilor, which may be reduced to half their 1986 level.

Mr Madelin said his aim was to restore these three enterprises to equilibrium "so that they should no longer be a burden on the taxpayer after 1988".

The return of CDF-Chimie to profit this year has caused surprise. Mr Serge Tchuruk, the company's new president, said four months ago that he hoped to return to profit in 1989, but the chemicals market has proved more favourable than expected.

Company officials were yesterday cautious about forecasting the level of this year's eventual profits and would not reveal CDF-Chimie's results for the half year. The group has accumulated FF12bn (\$2bn) of losses in its 19 years of existence but received a FF13.1bn "last chance" capital injection from the Government earlier this year.

Mr Tchuruk has already begun a severe restructuring of CDF-Chimie. This has involved bringing the investment bank Paribas into the capital of its ink subsidiary, Locleux International, and merging the group's fertilisers operation, AZF, with La Grande Paroisse, a fertilisers offshoot of the industrial gases group, Air Liquide.

The merged fertilisers activities are, however, not expected to return to profit until next year or 1989 whereas the inks and specialised chemicals sectors were already in the black last year.

Usinor-Sacilor, the recently merged state steel group, meanwhile announced yesterday that it had halved its current loss in the first half of 1987, before tax and exceptional items, to FF605m, compared with FF1.62bn in the same period of 1986.



Alain Madelin

pared with FF1.62bn in the same period of 1986.

The main turnaround came in the stainless and special steels subsidiary, Ugine, which made a current profit of FF280m in the first half compared with a loss of FF130m in the same period of 1986.

In flat products, where the group was already profitable last year, earnings rose from FF340m to FF420m. After a difficult start to

the year, Usinor-Sacilor believes the better conditions of the second quarter will continue.

The group's welded tube and steel trading operations both returned to profit in the first quarter after losses in the same period a year ago, but heavier losses were recorded in the bar and rod division, Unimet, and its subsidiaries.

Unimet lost FF490m compared with FF405m a year ago while the whole long products division saw its deficit deepen to FF750m from FF610m in the first half of 1986. This represents a loss of over 15 per cent of turnover.

The restructuring already undertaken - including the closure of the Longwy steelworks and the Rombas rolling mill, and the rationalisation of pig iron production in the Lorraine region, should help to compensate, at least in part, the 17 per cent fall in long product prices over the past year, the company said.

Usinor-Sacilor last year recorded total losses of FF12.5bn, including FF9bn of exceptional restructuring costs. This year the exceptional losses are expected to be significantly reduced, the company said.

## GM expects profit in Europe

BY KENNETH GOODING IN FRANKFURT

GENERAL MOTORS, the world's largest automotive group, will produce a substantial net profit for its European operations in 1987 after chalking up losses totalling over \$1bn in the past three years.

Mr Bob Stemple, who this week took over as GM's president, said it would be "a profit to be proud of - big enough to grab your attention."

This would be achieved in spite of continuing problems in the UK subsidiaries and a long strike at the Spanish car assembly plant this year.

Mr Stemple, speaking during the run-up to the Frankfurt Motor Show, said that GM's Vauxhall car business in Britain was "clearly coming round." It would achieve an operating profit this year after a re-

cord net loss of \$61.7m (\$101m) in 1986.

The Bedford commercial vehicle operations in the UK, until recently losing £500,000 a week, was reducing the deficit month by month.

"But it is still a struggle," he added. GM would make a profit in Spain in 1987 for the second year running.

Mr Stemple predicted the Opel subsidiary in West Germany would be profitable for the first time in three years, to take GM's total European car operations back into the black.

Last year GM suffered a net loss of \$345m in Europe, a slight improvement on the \$371m lost for 1985.

Mr Stemple recalled that last year's exceptional items accounted for \$300m of the loss. Of that nearly

\$100m went to cover the ending of medium and heavy truck production by Bedford and further restructuring of its van operations.

Mr Stemple said GM's new European organisational structure, which had involved setting up a new headquarters for the car division in Zurich, Switzerland, was working well. In particular the new organisation was doing a good job in finding alternative suppliers to replace high cost West German components.

He revealed that GM would continue to make a profit in Latin America this year (there was a marginal \$32.6m net profit in 1986), that Australia would break even and that in total GM's business outside North America would be in the black in 1987.

## Corning Glass Works to sell electronics division

BY OUR FINANCIAL STAFF

CORNING GLASS WORKS, the US manufacturer of specialty glass products, has agreed to sell its worldwide electronic components division to AVX, the US electronic parts group, and Vishay Intertechnology for about \$108m in cash.

Corning, whose products range from Pyrex tableware to optical equipment, said AVX would pay about \$67m and Vishay, a much smaller Pennsylvania-based electronic components group, the rest.

Corning said sales of the division this year were expected to total about \$150m, with each purchaser acquiring operations with sales of about \$75m.

The selling company said AVX would buy its capacitor operations in Raleigh, North Carolina, Bladeford, Maine, and Singapore while Vishay would buy Corning's resistor operations in Bradford, Pennsylvania, its Electroval unit in Britain, its Sovcor business in France and its Duraloc offshoot in West Germany.

The company said AVX and Vishay were expected to continue operating all the division's plants and to offer employment to virtually all the unit's 2,900 employees.

The transaction, which is subject to government approvals, is expected to be completed by year-end.

## Argonaut and Clarendon fail to agree bid terms

BY OUR FINANCIAL STAFF

ARGONAUT GROUP, a Los Angeles-based casualty insurer spun off from Telecity last year, said yesterday it had been unable to reach agreement with Clarendon Group, a Bermuda-based insurer, over the latter's \$600m bid for the company.

Dr D. W. Schrempf, Argonaut Group president and chief executive, said: "After several weeks of discussions among management, lawyers and investment bankers for the two companies, we have not been able to arrive at a definitive agreement. At this point, we do not anticipate that we will."

Clarendon, a closely-held concern which is a big investor in high-yield

junk bonds, offered in July to buy all Argonaut's outstanding stock for \$52 a share in cash.

Mr Schrempf said neither Argonaut's current or future financial condition nor its marketing prospects had been a factor in its inability to reach an agreement.

He added that Argonaut was continuing to consider its available alternatives, including negotiating a comparable transaction with other parties who have expressed serious interest. The possibility of a restructuring of other internal corporate programmes which would be designed to enhance the value of Argonaut Group common stock is also noted.

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September 9, 1987, London  
By: Citibank, N.A. (CSSI Dept.), Agent Bank

CITIBANK

## INTERNATIONAL COMPANIES and FINANCE

Chris Sherwell on a landmark decision for New Zealand companies

### Ruling smooths restructuring plans

A LANDMARK court decision in New Zealand has paved the way for a smoother and speedier restructuring of the country's corporate sector through mergers and acquisitions.

The decision, made in Wellington by the Court of Appeal last month, sprang from the proposed merger of New Zealand's two biggest food manufacturers, Goodman Fielder and Wattie.

In essence the ruling gives the Commerce Commission, New Zealand's anti-trust agency, greater discretion in dealing with merger applications coming before it. The commission will now be able to impose conditions on merger parties, and they in turn can avoid repeated applications.

The implications obviously spread wide. More immediately, however, the outcome has increased the chances of the Goodman Fielder-Wattie merger going ahead.

It has also improved the odds on a takeover of another big company, New Zealand Forest products, in which both Fletcher Challenge and Rada have been aggressively building share stakes.

The two cases foreshadow the creation of globally powerful New Zealand-based multinationals in the food and pulp and paper sectors. As it is, Fletcher Challenge and Goodman Fielder are themselves the result of mergers between large companies in recent years.

Future amalgamations and takeovers of big New Zealand companies—all part of the restructuring encouraged by the Labour Government's radical programme of deregulation—are also certain to benefit from the Appeal Court's decision.

The case itself related to the powers exercised by the Commerce Commission, one of three key agencies responsible for regulating corporate affairs in New Zealand.

In the deregulatory climate

of the past three years, both the Commerce Commission and the Securities Commission—the third agency is the commercial affairs division of the government's Department of Justice—have become a focus of controversy.

Arguments have raged over whether they are needed at all (the view of the purest economic rationalists) or should have greater latitude to curb the worst effects of otherwise untrammelled market forces.

The Securities Commission is currently reviewing legislation relating to takeovers, insider trading and financial accounting in all of which New Zealand has a relatively relaxed regime. While these deliberations are likely to bring some

Commission undertakes to decide the matter within 100 working days—a source of frustration for bigger merger parties.

Under its controlling legislation, the Commission is supposed to allow mergers to go ahead unless the companies concerned acquire or strengthen their position of dominance in the marketplace.

Even where that occurs, the Commission must still allow mergers to go ahead if the benefits which accrue to the public outweigh the disadvantages.

In dealing with applications before it, questions of what constitute market dominance or public benefit have generally posed few serious difficulties.

Fielder-Wattie, the two companies did appeal to the High Court but first reached agreement on divestments which might accommodate the objections of the Commission.

In addition, they reached settlements with 19 companies whose businesses might be affected in the markets where the new entity's dominance concerned the Commission—in poultry, stock feed, flour milling, yeast making and bread.

The High Court ordered that these new proposals be put before the Commission, which would then report back to the Court. The two companies were unhappy with this outcome, and resorted to the Court of Appeal.

In his 23-page ruling, Mr Justice Cooke of the Court of Appeal not only reversed this ruling but went on to clarify the authority of the Commission.

When a proposal, original or revised, included some divestment, he said, it was a discretionary matter for the Commission to decide the bearing which that divestment would have on the question of whether the merger unacceptably increased market dominance.

The Commission, he indicated, could choose for itself whether there should be a contract or some form of undertaking to divest after clearance was given for the merger. Alternatively, it might insist on divestment being completed before clearance.

The outcome does not mean that Goodman Fielder-Wattie merger will automatically go ahead, as Mr Collinge himself has since made clear. But the Commission will consider the revised merger proposals, and speedily.

Indeed, the practical effect of the decision, a streamlining of the approval process for mergers and acquisitions, is not only a welcome outcome for New Zealand's business community—it is for the Commission as well.

### Most bank creditors agree to help Tateho

BY YOKO SHIBATA IN TOKYO

MR RYOICHI Nishiwaki, managing director of Taiyo Kobe Bank, said agreement has been reached by all but one of the bank creditors of Tateho Chemical Industries to shelve repayment by the company of some ¥20bn (\$141m) in loan principal.

Taiyo Kobe, the company's largest creditor bank, and owner of a 4.9 per cent stake in Tateho, is to send a team of accountants to take charge of its financial affairs.

Sumitomo Bank, Dai Ichi Kangyo Bank, Kyowa Bank and Hanshin Sogo Bank have agreed to the postponement of the principal payment.

Chugoku Bank, an Okayama-based regional bank, has declined to accept so far. It has been demanding repayment of a ¥1.2bn impact loan, which falls due tomorrow. However, Mr Nishiwaki said he believes that Tateho, which is Tateho's principal bank, will be able to reach agreement with Chugoku Bank.

### Marui ahead in first half

BY OUR TOKYO STAFF

MARUI, JAPAN'S largest credit sales store, boosted pre-tax profits by 12.3 per cent to ¥20.1bn in the half year to July. Net profits were 14.2 per cent higher at ¥9.48bn, on turnover of ¥204.19bn, up 11.3 per cent. More than half its stores achieved double-digit sales growth.

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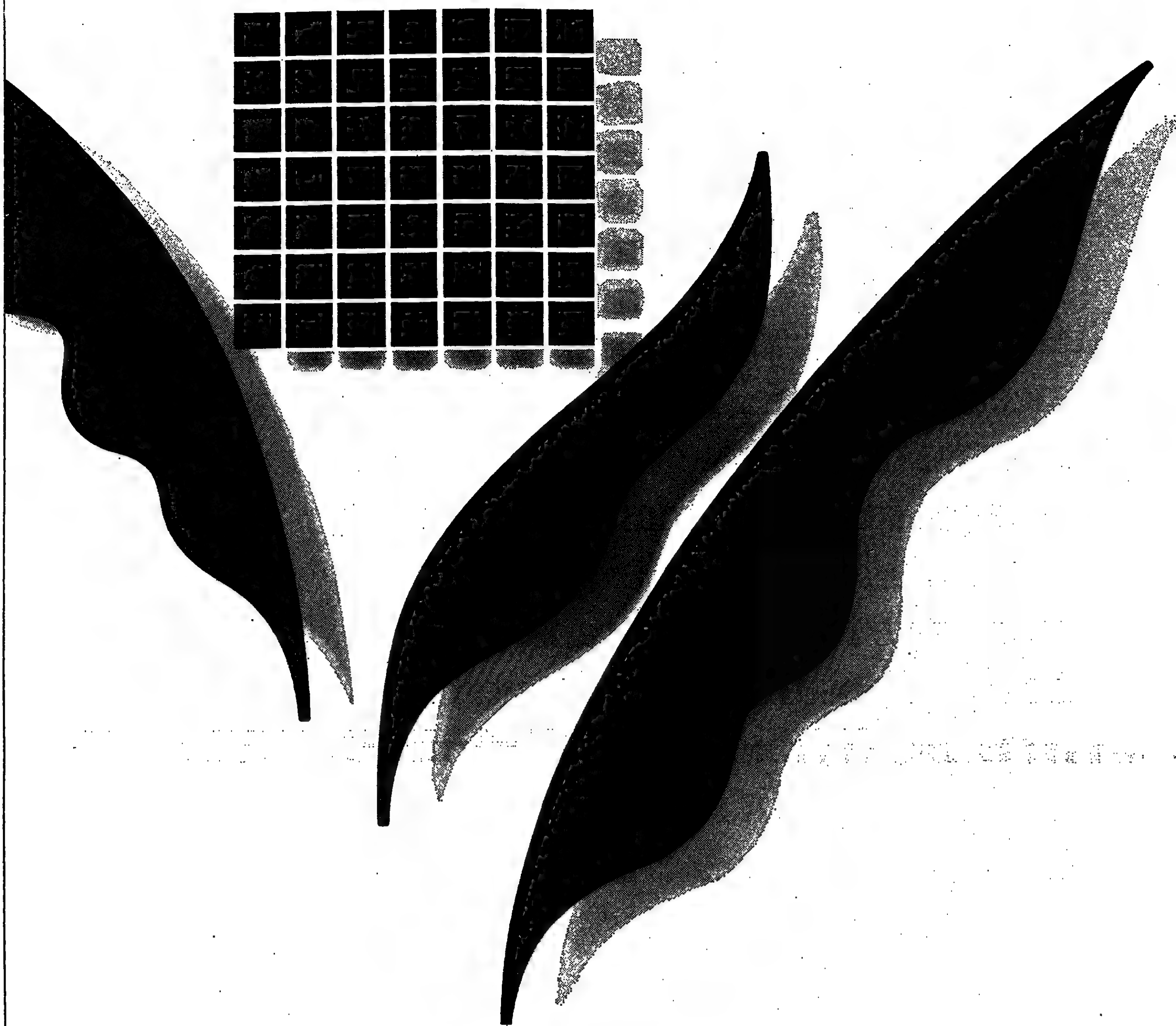


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## The birth of Ferruzzi Agricola Finanziaria.

In October 1985 Gruppo Ferruzzi set out its plans to create one of the biggest agro-industrial groups in the world, to extend its activities into new sectors and to expand into new continents. In less than two years Gruppo Ferruzzi has become the largest agro-industrial group in Europe and the third largest in the world. Furthermore it is the second private-sector industrial conglomerate in Italy with an aggregate turnover of over 18 billion dollars. The Group's idea to use agricultural products for industrial and energy uses, and its related programme for environmental protection is a focal point of international debate. The driving force behind this extraordinary expansion has been Agricola Finanziaria, the Group's holding company. Its success on the financial market has allowed it to make large-scale investments such as the acquisition of CPC Europe, leader in the starch sector, the acquisition of a controlling interest in Montedison and Béghin-Say, and the restructuring of the sugar sector which makes the Group Europe's leading sugar producer. The market capitalization of the Agricola Finanziaria group amounts to about 20 billion dollars.

And now it is time for it to grow even more. Agricola Finanziaria is increasingly identified with Gruppo Ferruzzi and so Ferruzzi Agricola Finanziaria has been born.

All the activities of the Group will converge in the new holding company so that in due course Ferruzzi Agricola Finanziaria and Gruppo Ferruzzi will form a single entity. Its theatre of operations is increasingly worldwide.

Ferruzzi Agricola Finanziaria will span five continents.

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Finance is bringing growth to ideas.



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## INTERNATIONAL CAPITAL MARKETS and COMPANIES

## Dollar sector continues to retreat despite intervention

BY STEPHEN FOLEY, EUROMARKETS CORRESPONDENT

DOLLAR BOND prices continued their retreat in Europe yesterday, as continued doubts about the stability of the dollar despite concerted central bank intervention in support of the US currency.

Although central bankers attempted to show solidarity in support of the dollar following their meeting on Monday in Basel, many in the market remain sceptical that they can do anything but slow the US currency's fall.

Worries, too, about the US trade figures for July, due to be released on Friday, and a possible further rise in the US discount rate depressed sentiment. Most forecasts are for a trade deficit of around \$15bn but some market participants seem to be concerned that the figure could be larger.

Declines in the Eurodollar bond market, where prices of 10-year maturities fell by up to a full point, again outstripped the falls in the US Treasury market and the yield differences between the two markets continue to widen.

In falling markets, greater emphasis is laid on liquidity and the ease of turning around positions, dealers said in explanation. There was little evidence yesterday, though, of the retail selling which characterised last week's trading.

By contrast, the yen market rallied, gaining ground in Tokyo and rising further in London trading later. The benchmark 80th government bond was quoted around 5.16 per cent in the afternoon, compared with

the 5.85 per cent official Tokyo Stock Exchange close and the previous day's 5.49 per cent.

The fall of foreign retail interest in the yen market, perhaps based on recommendations to buy from some of the Japanese securities houses, although dealers attributed most of the rally to dealers' short-covering.

Domestic Japanese investors seem to be out of the market for now. They seem happy to use the half-year accounting period as a pretext for standing

## INTERNATIONAL BONDS

back from the market amid the uncertainty triggered by the Y28bn in bond futures losses announced last week by Tateho Chemical Industries, the industrial company.

Being yen-based, Japanese institutions cannot take advantage of the possibility of a yen against the dollar, and market psychology continues to be poor, amid concerns about tension in the Gulf.

The West German market again retreated, although it recovered some of its losses late in the day to finish up to a point lower. The main concern in Germany seems to be that the dollar's continuing decline is likely to trigger further rises in the discount rate, which would in turn lead to a worldwide round of interest rate increases.

The declines have been significant in recent weeks to push yields on top-rated foreign bonds, say for European Investment Bank and the World Bank, over 7 per cent for 10-year paper.

The Swiss government bond market began yesterday to catch up with the retreat in recent weeks in the foreign bond market. The average yield in the government market, a sluggish indicator, rose by 7 basis points.

Foreign bond issues were mixed, although underlying sentiment remained weak, because of worries that Swiss interest rates would have to follow other world interest rates higher. As if to reinforce this point, the six to 12 month rate for Swiss francs time deposits was raised to 3.5 per cent from 3.25 per cent.

In the international market, the primary sector was again dull.

Nikko Securities (Europe) repackaged Y20bn of 4.5 per cent seven-year bonds for Hokuriku Electric into a yen floating rate note. The issue, in the name of a sole purpose vehicle, CIVAS V, for Y9bn carried a margin of 10 basis points over six-month Libor over seven years.

Kfama, the Danish power company, brought a Y5.1bn five-year issue through Mitsui Finance. The coupon was set at 8.5 per cent, the price at 118, a combination which has attractions for Japanese investors. The issue was not expected to be widely traded.

## Philips SA to launch BFr 5bn capital issue

By Quentin Peel in Brussels

PHILIPS SA, the Belgium arm of the Dutch multinational electronics group, will introduce this week a new instrument to the Belgian financial markets — BFr 5bn (\$134m) of convertible certificates — in a bid to tap into the Belgian sources for its substantial investment programme.

The plan is to issue certificates ultimately convertible not into Philips SA shares — which are not quoted on the Brussels Stock Exchange — but into the parent group.

Mr J. J. van Weezenand, the finance director, said yesterday that the thinking behind the capital issue was to reconcile the subsidiary status of the Belgian Philips within the multinational group, with the requirement for each subsidiary to be self-financing.

Philips SA has undertaken a major investment programme in its Belgian plants to expand production for a world market, particularly in compact disc players and electronics manufacturing at Turnhout, and video display technology — including high definition television sets — in Bruges.

The proceeds of the current issue are intended to repay the short-term debt accumulated as a result of investment to date, provide extra working capital and allow for future investments.

The certificates will be issued at 100.5 per cent of their nominal value.

Because Philips SA has the status of a financial holding company in Belgium, institutional investors will be able to avoid withholding tax. Individual shareholders may be more cautious about the innovation, which offers a net return of slightly less than 4 per cent after withholding tax.

Mr van Weezenand said that the first time the certificates are offered to the shareholders to invest directly in the local operation — which employs about 17,000 people at 14 different plants — while enabling the company to obtain long-term funds at an attractive price.

## Belgian Generale breathes again

BY WILLIAM DAWKINS IN BRUSSELS

SIGNS OF relief echoed yesterday across the elegant marble halls of Societe Generale de Belgique, the most powerful industrial grouping in Belgium.

Societe Generale, sometimes only half jokingly referred to as Belgium's model of a state within a state, had managed to give itself the weaponry to repel once and for all the mystery buyers who have shrouded the group in controversy in recent months.



Rene Lamy... no easy time

Moreover, the one opportunity that any serious predator would have taken to declare his hand — yesterday's extraordinary general meeting at which a more than 60 per cent increase in authorised capital was agreed — passed almost without incident.

Certainly, shareholders were expecting a drama, even if the group's directors have maintained a dignified cool over speculation surrounding the group.

About 429 shareholders, representing 23.7 per cent of the equity, crowded into Societe Generale's largest meeting since 1968, a record turnout for what

are usually rather decorous occasions.

While Mr Rene Lamy, Societe Generale's governor, did not get an entirely easy time, investors representing a mere 0.5 per cent voted against his proposal to increase the group's authorised capital by BFr 20bn.

He also won the important option to deprive — if necessary — existing shareholders of their rights to subscribe for Societe Generale issues for the next five years. This, as Mr Lamy reminded the meeting, means the group can dilute unfriendly buyers by issuing new shares to supporters of the present management.

He warned: "If the need arises, we shall not hesitate to requisition the authorised capital to place shares in well-disposed hands."

However, one shareholder questioned the justice of too many capital increases, highlighting the meeting's confirmation of a rights issue to raise about BFr8bn next month, the fifth in four years.

This amounted to a sanction against loyal shareholders who would now have to share their profits with new shareholders. If Societe Generale needed cash, why not sell some assets, he suggested.

Mr Lamy nodded politely and said he would bear the question in mind. Then again, he

needed to be polite to win support for such a major new weapon in Societe Generale's defence.

For the feeling among Brussels stockbrokers yesterday was that the group is now invulnerable to anything but a full takeover bid.

Even with the shares down BFr100 to BFr3,700 yesterday afternoon — well below their speculative peak — the group is valued at BFr94.35bn (\$25.2bn).

However, Mr Mark de Brouwer, chief analyst for the Brussels stockbroker Petercam, pointed out that Societe Generale could not relax entirely. The group has been busy attracting friendly stakes recently, which it argues are all part of its international ambitions.

These include names such as Olivetti's Carlo de Benedetti and Compagnie Generale d'Electricite of France among others, between them accounting for more than 20 per cent of the shares.

"They may be friendly," said Mr de Brouwer, "but it doesn't mean that they will accept anything from the management."

## Indosuez to float funds offshoot

BY GEORGE GRAHAM IN PARIS

RANQUE INDOSUEZ, the banking arm of the Suez group which is to be privatised next month, is floating its retail investment management subsidiary on the Paris second market.

Union Financiere de France (UFF), which manages BFr 12bn of funds on behalf of more than 70,000 clients, will have 10 per cent of its capital offered for sale at BFr 325 a share, valuing the whole company at BFr 1.2bn (\$200m).

The company only came under Indosuez's control in April, when the bank bought most of the holding of Mr Guy Charlioux,

UFF's founder and chairman. Indosuez will retain a 56 per cent stake after the flotation of September 18.

UFF represents a retail outlet for Indosuez's investment management division, which already runs some of UFF's funds. The bank's limited branch network has left it with only a small number of private clients.

Most of UFF's activity is in management of tradable securities investments, mainly through mutual funds. The company also handles property investments and insurance products, and is now seeking bank

status which would allow it to offer a greater range of financial investments.

The company has rapidly expanded its intake of new funds in the past few years, with lump sum investments doubling last year to BFr 3.01bn, from BFr 1.48bn in 1985.

In addition, clients subscribed to savings contracts totalling BFr 1.6bn over their lifetimes, up 8 per cent from 1985.

Total funds under management grew from BFr 7.37bn at the end of 1985 to BFr 11.13bn at the end of 1986, climbing to BFr 12bn by mid-1987.

## Nobel raises optics group stake to 74%

By Kevin Done, Nordic Correspondent in Stockholm

NOBEL INDUSTRIES, the Swedish chemicals and armaments group, has acquired a further 24.6 per cent holding in Pharos, the Swedish optics and electronics company, boosting its stake from 49.9 per cent to 74.5 per cent.

The stake was bought from D. Carnegie and Co, the Swedish retail, trading and finance conglomerate in a deal worth SKr 136.5m (\$22m), or SKr 930 per share.

Pharos manufactures electro-optical instruments, infra-red systems, electronic security systems, respiration and diving apparatus, lighthouses and other navigational aids, and electronic weighing systems.

The company, which had sales last year of SKr 924m, fell sharply into a loss of SKr 41m in 1986, compared with a profit of SKr 35m in the previous year. This forced a reorganisation and the appointment of a new group management.

## NBA chief quits for Banca Lavoro

BY ALAN FRIEDMAN IN MILAN

The director general of Nuovo Banco Ambrosiano, Mr Pier Domenico Gallo, is to take up a new appointment as deputy director-general of the Rome-based Banca Nazionale del Lavoro (BNL) Italy's biggest state-owned bank.

Mr Gallo joined NBA when it was formed in August 1982

as the successor to the late Mr Roberto Calvi's failed Banco Ambrosiano group. He is credited with having engineered the rescue and turnaround that has seen NBA become a profitable bank.

NBA was formed in 1982 by a consortium of three state and four private banks. The shareholding structure has changed since then, with a 34 per cent stake now quoted on the Milan stock market.

Mr Gino Trombi, at present managing director of its Banca Cattolica subsidiary, as Mr Gallo's replacement.

NBA announced last night the appointment of 64-year-old

## FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market. Closing prices on September 8.

US DOLLAR STRAIGHTS	Yield	Price	Change
Alcoa 8 1/2% 9/90	8 1/2	101 1/2	+1/2
Alcoa 9 1/2% 9/90	9 1/2	101 1/2	+1/2
American Brands 8 1/2% 9/90	8 1/2	101 1/2	+1/2
AS Elcom 8 1/2% 9/90	8 1/2	101 1/2	+1/2
AS Elcom 9 1/2% 9/90	9 1/2	101 1/2	+1/2
BP Capital 8 1/2% 9/90	8 1/2	101 1/2	+1/2
British Telecom 8 1/2% 9/90	8 1/2	101 1/2	+1/2
Cambridge 8 1/2% 9/90	8 1/2	101 1/2	+1/2
Cambridge 9 1/2% 9/90	9 1/2	101 1/2	+1/2
Coca-Cola 8 1/2% 9/90	8 1/2	101 1/2	+1/2
Coca-Cola 9 1/2% 9/90	9 1/2	101 1/2	+1/2
Citigroup 8 1/2% 9/90	8 1/2	101 1/2	+1/2
Citigroup 9 1/2% 9/90	9 1/2	101 1/2	+1/2
Credit Lyonnais 8 1/2% 9/90	8 1/2	101 1/2	+1/2
Credit Lyonnais 9 1/2% 9/90	9 1/2	101 1/2	+1/2
Credit National 8 1/2% 9/90	8 1/2	101 1/2	+1/2
Credit National 9 1/2% 9/90	9 1/2	101 1/2	+1/2
Deutsche Bank 8 1/2% 9/90	8 1/2	101 1/2	+1/2
Deutsche Bank 9 1/2% 9/90	9 1/2	101 1/2	+1/2
Deutsche Bank 10 1/2% 9/90	10 1/2	101 1/2	+1/2
Deutsche Bank 11 1/2% 9/90	11 1/2	101 1/2	+1/2
Deutsche Bank 12 1/2% 9/90	12 1/2	101 1/2	+1/2
Deutsche Bank 13 1/2% 9/90	13 1/2	101 1/2	+1/2
Deutsche Bank 14 1/2% 9/90	14 1/2	101 1/2	+1/2
Deutsche Bank 15 1/2% 9/90	15 1/2	101 1/2	+1/2
Deutsche Bank 16 1/2% 9/90	16 1/2	101 1/2	+1/2
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Deutsche Bank 76 1/2% 9/90	76 1/2	101 1/2	+1/2
Deutsche Bank 77 1/2% 9/90	77 1/2	101 1/2	+1/2
Deutsche Bank 78 1/2% 9/90	78 1/2	101 1/2	+1/2
Deutsche Bank 79 1/2% 9/90	79 1/2	101 1/2	+1/2
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Deutsche Bank 81 1/2% 9/90	81 1/2	101 1/2	+1/2
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Deutsche Bank 87 1/2% 9/90	87 1/2	101 1/2	+1/2
Deutsche Bank 88 1/2% 9/90	88 1/2	101 1/2	+1/2
Deutsche Bank 89 1/2% 9/90	89 1/2	101 1/2	+1/2
Deutsche Bank 90 1/2% 9/90	90 1/2	101 1/2	+1/2
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Deutsche Bank 92 1/2% 9/90	92 1/2	101 1/2	+1/2
Deutsche Bank 93 1/2% 9/90	93 1/2	101 1/2	+1/2
Deutsche Bank 94 1/2% 9/90	94 1/2	101 1/2	+1/2
Deutsche Bank 95 1/2% 9/90	95 1/2	101 1/2	+1/2
Deutsche Bank 96 1/2% 9/90	96 1/2	101 1/2	+1/2
Deutsche Bank 97 1/2% 9/90	97 1/2	101 1/2	+1/2
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Deutsche Bank 99 1/2% 9/90	99 1/2	101 1/2	+1/2
Deutsche Bank 100 1/2% 9/90	100 1/2	101 1/2	+1/2

## Japanese to buy \$250m Bank of America notes

By Yoko Shibata in Tokyo

JAPANESE BANKS will sign an agreement, probably in October, to buy \$250m in subordinated capital notes to be issued by BankAmerica.

Part of its \$350m capital infusion package, Mr Kenichi Kamiya, chairman of the Federation of Bankers' Associations, said in Tokyo yesterday.

The banks will complete co-ordination to participate in the US bank's capital infusion plan by mid-September.

BankAmerica, which has been suffering continuing losses since mid-1986, is offering \$250m in subordinated capital notes to 23 Japanese banks — 13 city banks, three long-term credit banks and seven trust banks.

By the end of August, nine Japanese banks had agreed to buy three-fifths of the total of \$250m notes.

Mr Kamiya said he was expecting the Norinchukin Bank and the Bank of Tokyo to accept his request to participate in the proposed purchase of the notes.

The notes, with warrants attached, will mature in 12 years and pay an interest rate 1.25 percentage points above London Interbank offered rate (Libor), Mr Kamiya said.

However, the issue price had yet to be fixed, he added. BankAmerica has also asked 40 Japanese life and non-life insurance companies to purchase \$100m of preferred stocks. Last weekend, ten Japanese non-life insurance companies expressed their readiness to purchase \$20m in BankAmerica convertible shares.

The stock will be purchased by about 10 non-life insurance companies, including Yamaichi Fire and Marine Insurance, Taisho Marine and Fire Insurance and Sumitomo Marine and Fire Insurance.

## Austrian bank plans rights

By Our Financial Staff

OESTERREICHISCHE Leasingbank, the Austrian bank, plans a rights issue under which the state's shareholding will drop to 58.4 per cent from 60 per cent. Subscription for the issue, a one-for-33 at \$43.96 a share, opens next Monday.

The issue will raise Leasingbank's shareholders' capital to a nominal Sch.1.7bn (\$134m). The bank said the Government was likely to sell some of its shares outright later this year as part of plans to reduce its shareholding to 51 per cent.

## Compagnie Financière Alcatel

FF 804,375,000

International offering of



## UK COMPANY NEWS

RIGHTS ISSUE TO FUND ACQUISITION AS INTERIM PROFITS FALL

## Bowater makes £89m cash call

BY PHILIP COGGAN

Bowater Industries, the diversified UK group, is raising £89m via a rights issue to enable it to buy a new division, with an acquisition in the US a strong possibility.

Four years ago the company was one of the giants of the world paper industry but in early 1984 it demerged its North American pulp and paper operation and last year it disposed of its UK paper division via a management buyout.

What was left after the disposals were four disparate businesses in packaging, building materials, freight forwarding and Australian timber and tissues. To take control of the diverse group Mr Norman Ireland, formerly of industrial conglomerate BTR, was brought in as non-executive chairman in March and Mr David Lyon, Redland's managing director, was made chief executive in June.

The rights issue represents

the new team's first major move and was announced on the same day as the group's interim results for the six months to June 30, which showed a 32 per cent increase in earnings per share. Pre-tax profits, however, were 8.5 per cent lower at £17.3m because of the non-inclusion of the UK paper and tissue businesses sold last year.

Packaging and associated products increased trading profits by 20.5 per cent from £8.8m to £10.6m. Merchandise and services profits were also higher, rising 40 per cent to £6.6m (£4.7m), despite an adverse effect of the weak US dollar on the European freight companies. But timber and tissues' profits were static at £3.7m, thanks to falling timber prices in Australia.

Trading profits on continuing businesses were 22.5 per cent higher at £20.9m (£17.2m) on sales of £550m (£449m). In last year's first half, discontinued

businesses contributed £10.8m on sales of £222m. The disposals helped reduce the interest charge to £3.6m (£9.1m) and after tax of £5.4m (£8.2m) and a reduced minority charge of £200,000 (£42m), earnings per share were 11.8p (8.9p).

The interim dividend is being increased 31 per cent to 5.25p (4p) but the size of the increase is partly to reduce the disparity on the final dividend.

Bowater's future capital expenditure programme will mainly focus on packaging and on the Australian tissue paper operations and capital plans worth £69m between 1987 and 1990 have already been approved.

Although the group is considering several potential acquisitions in the US, it is making one purchase straight away. Bowater is paying \$20m for a 49 per cent stake in Mittek, a Missouri-based company, which will then acquire Gang

Nail Systems from Redland, the UK building materials group, for \$36m.

Both groups manufacture builders' hardware and their combined profits in 1986 were \$5.5m on sales of \$120m, with \$9.3m on sales of \$135m expected this year.

Bowater's rights issue is the latest in a long series of cash calls on the London market by companies seeking acquisitions in the US. After the poor response to some of the earlier offers, Kleinwort Benson, Bowater's merchant bank, has priced the one-for-five issue at 470p, a substantial discount to Monday's closing price of 551p.

"We obviously took into account the volatility of the market, the demands on investors and the fact that new management has just been installed," said Mr Simon Robertson, a director of Kleinwort Benson.

Last night, Bowater's shares closed 23p down at 528p. See Lex

## GrandMet sells US subsidiary for £71m

By Mike Smith

GRAND METROPOLITAN, the food, drinks and hotels group, yesterday completed a series of large US disposals by selling Children's World, its kindergarten chain subsidiary, for \$117m (£71m) in cash.

Children's World, which is being bought by management services company ARA, was acquired by GrandMet in 1983 as part of a much-heralded expansion into US branded consumer services.

Since then, however, GrandMet has decided to concentrate on core activities. In July it sold Quality Care, a home nursing services company which was the second of the three groups bought as part of the branded services diversification.

GrandMet sold Quality Care for \$13m less than it paid for it but with Children's World the kindergarten group cost \$25m four years ago and an extraordinary profit of \$66m will be realised on completion of its sale, which is expected to be in October.

GrandMet's gearing will be reduced by about 5 percentage points to under 50 per cent as a result of the transaction.

Children's World recorded sales of \$63m in the year to September 1986. Its pre-tax profits are thought to have been between \$2m and \$3m. Mr Ian Martin, chief executive of GrandMet USA, said yesterday that the subsidiary had progressed well under GrandMet's management but "it is not of sufficient size to merit retention."

During the past year GrandMet has sold its US tobacco and dairy businesses and has reached agreement to sell its home healthcare and fitness products interests. It said yesterday it planned to retain Pearle Health Services, the eyecare group which was its third acquisition aimed at expanding into branded consumer services.

In US agribusiness, Nicholas Turkey had a very good result

and Arbor Acres again increased sales and profit. Results in the UK agribusinesses were boosted by the contribution of Middlebrook Mushrooms to the level of prices of deliveries in future years, even though our currency-hedging policies have mitigated the more extreme effects of exchange movements.

But about half of the civil aircraft losses were due to losses on the BAE involvement in Airbus Industrie, the European airliner manufacturing group, for whose A-300, A-310 and A-320 airliners BAE builds wings.

This was the first time such losses had occurred, for

## British Aerospace profit slips to £71m at halfway

BY MICHAEL DUNNE, AEROSPACE CORRESPONDENT

PRE-TAX profits for British Aerospace, the aircraft, missile and space conglomerate, fell by \$5m to £71m in the first six months of this year, due to the continuing weakness of the dollar, losses on civil aircraft production and higher research and development spending.

Professor Roland Smith, who took over as chairman from Sir Austin Pearce on September 1, said yesterday that the profit was earned on sales of close to £1.9bn, which were 31 per cent higher than in the comparable period of last year (although the 1987 figure includes £126m for Royal Ordnance sales).

The group's order book amounted to about £10bn—about 25 per cent higher than at the end of 1986—of which about 70 per cent was for export.

Professor Smith said that while the military aircraft and weapons businesses achieved higher profits than in the first half of 1986 (\$58m against £71m for military and \$89m against \$56m for weapons), and the space business continued in

profit against strong competition, the losses on civil aircraft amounted to \$49m against a loss of \$5m in the first half of 1986.

About half of those losses were due to the weaker dollar, and included provision for possible future losses depending on how exchange rates moved. The exchange rate in the first half had moved from \$1.48 to \$1.61 at end-June.

"Such changes affect our civil aircraft business quite dramatically," Professor Smith said, "not only in respect of current year's sales revenues, but also in relation to the level of prices of deliveries in future years, even though our currency-hedging policies have mitigated the more extreme effects of exchange movements."

But about half of the civil aircraft losses were due to losses on the BAE involvement in Airbus Industrie, the European airliner manufacturing group, for whose A-300, A-310 and A-320 airliners BAE builds wings.

This was the first time such losses had occurred, for

hitherto BAE had broken even on its Airbus wing contracts.

As a result, a major programme of cost reduction was now under way. Professor Smith said that reducing costs remained a major challenge, to enable the BAE group to remain competitive internationally.

He said that "a number of further management and organisation changes have been made, or are in progress, with the intention of improving operating efficiency."

Professor Smith pointed out that despite the lower pre-tax profit, the cash dividend on the overall business of the group had been positive, and net liquid assets were £652m at June 30. "Consequently, the company's balance sheet remains exceedingly strong."

The board has declared an interim dividend of 6.9p (6.4p) per ordinary share, an increase of 73 per cent, amounting to £17m to be paid on November 2.

See Lex

## Laporte in £20m US purchase

By David Waller

Laporte Industries, the chemicals group, is to expand in the US with the \$35m (£19.57m) acquisition of Vinings Industries, an Atlanta-based supplier of formulated process chemicals to the paper industry.

Vinings, a private company which made \$3m pre-tax profits last year on \$15-\$16m turnover, supplies specialty inorganic chemicals to the US paper processing and water processing industries, particularly in the South-East.

Mr Ken Minton, Laporte's chief executive, predicted considerable synergy between Vinings and the group's existing activities.

As a leading supplier of peroxide to the world paper industry, Laporte intends to expand Vinings' business across North America and elsewhere in the world, where its specialist technology will be grafted onto other Laporte companies.

The purchase is to be financed out of Laporte's existing cash resources and the group cash-neutral. Shares in

## Buoyant start to year by Savoy

WITH BUSINESS in the six months to the end of June 1987 described as extremely buoyant, The Savoy Hotel saw pre-tax profits for the period rise by 38 per cent.

On turnover up by 21 per cent to £35.77m against £29.49m last time the pre-tax figure increased from £5.03m to £6.95m. Earnings per 10p A share came out at 14.74p (12.07p) and per 5p B share at 7.37p (6.03p).

Mr Giles Shepard, managing director, said that in spite of early concern about Sing Bang the City had reinforced its position as one of the leading financial centres of the world. This coupled with an increasing flow of overseas visitors and the continuing popularity among UK residents of the group's hotels and restaurants ensured that business during the period had been extremely buoyant.

He added that the trend had continued during July, August, as usual, was quieter giving an opportunity to complete further major capital works. "Barring any increase of tension in the Middle East, the profit for the full year will show a satisfactory increase over 1986." Pre-tax profits for that year were £12.09m on turnover of £84.79m.

Trading profit of £6.41m (£4.74m) for the period under review was struck after an increased depreciation charge of

£1.4m (£1.04m) reflecting the directors said, an active programme of capital improvements.

Investment income less interest payable came to £16,000, down from £28,000 last time. Tax took £2.25m (£1.6m) and there were no minority charges this time against £14,000.

Attributable profit came out at \$4.18m against \$3.42m. Truisthouse Forte has been attempting to gain control of the group since 1981 and at the moment holds 42.3 per cent of the voting shares.

● **comment**  
In June, 420,000 US tourists visited the UK, 60 per cent more than in the same month last year. It is a fair bet that a large proportion of the more

prosperous of these stayed at either Claridges or the Savoy, and thus contributed to the group's 21 per cent increase in receipts and 38 per cent rise in trading profits. Such statistics are respectable only if considered in isolation from the rest of the hotel industry, where structural upheaval has helped companies such as Norfolk Capital and Friendly Hotels deliver doubled interim profits in recent weeks—albeit against a first half last year afflicted by Chernobyl/Libya. At 685p, up 5p yesterday, Savoy's A shares are on a prospective p/s of 18 if the group makes £14.2m in the full year. Await events in the court, where THF is trying to disencumber a block of B shareholders.



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## Britannia Security buys 14.9% stake

By Nikid Tait

Britannia Security Group, the acquisitive security and business services company, announced yesterday that it has bought a 14.9 per cent stake in Richardson, a pest-control company, taking its total holding to 26.1m shares or 19.8 per cent.

Britannia says the stake—held by Baremo Holdings Inc—was on the market, and that it knows the company, seeing it "as a good investment." There is, adds Britannia, no intention to raise its holding. The total cost of the 14.9 per cent interest was £153m.

Shares in Richardson, a steel stockholder to heating distributor, jumped 7p to 81p.

## Overseas holdings in Rolls-Royce rise

The tally of registered overseas shareholdings in Rolls-Royce, the recently privatised aero-engine maker, has risen another point to 12 per cent of the total shares issued, the company said yesterday.

This takes the number comfortably close to the maximum level of 15 per cent, beyond which overseas holdings of shares in the company will not be permitted.

The actual level of foreign shareholdings will not be known until the share register has been completed following payment of the second instalment on the share price later this month.

However, many overseas shareholders are securing a place on the register by sending in their second instalments in advance. The tally of foreign-held shares reached 11 per cent last Friday.

ATLANTIC RESOURCES (oil and gas exploration) is applying for its shares to be listed on the Unlisted Securities Market.

## LMS recovers most of its £4m first half shortfall

London Merchant Securities, the property and energy group, said yesterday that it had recovered most of the £4.2m first half shortfall through the second six months and for 1986-1987 as a whole returned profits of £16.4m pre-tax, a downturn of £16.4m from the £32.8m of the previous year.

The figures were adversely affected by a \$4.8m lower contribution from the Century Power and Light associate. In all, the share of profits of the West End Property for the year to March fell from \$9.53m to \$5.73m.

Total income declined from £30.2m to £18.6m and was made up of rental income from investment properties £17.9m (£16.2m) and turnover of trading activities £69,000 (£4m).

Cost of sales of trading activities was reduced to £361,000 (£3.61m) while administrative expenses were cut by £1.1m to £2m. Operating profits emerged £2.93m ahead at £13.73m.

Pre-tax profits were struck after deducting net interest payable amounting to £3.3m (£4.2m) and adding in other income of £945,000 (£1.7m) and the associates' share.

After tax of £5.83m (£5.1m) basic earnings per share amounted to 5.53p (4.89p). A final dividend of 2p raises the total from 2.55p to 2.8p net.

A valuation of the LMS

investment properties on an open market value, though, up 20 per cent to £21.4m, and shareholders' funds showed an increase of £1m to £183m.

The group's holding in First Leisure Corporation has been increased to 29.9 per cent. The director said this company had maintained its impressive record of organic growth, with a continued improvement in profit and increases in dividend distribution.

● **comment**  
Thanks to its stakes in Carless Chapel and First Leisure, LMS is rather an odd one out in the property sector—the investor has or takes a punt on the prospects for Blackpool Tower and oil as well as for rents in the West End. Partly for these reasons, and partly because of some unfortunate investments in the past, LMS is not perceived as one of the sector's hottest stocks. But this year, the prospects for oil and West End property look good and pre-tax profits could head for £24m; and adding in the £75m by which the share stakes exceed their book value, the prospective net asset value per share could be heading for 135-140p. That means that the shares, at 117p, are one of the few in the sector to be trading at a discount to the prospective asset value. Worth a look for investors who are bullish on the oil price.

## GRA suspends shares as talks continue

By Nikid Tait

GRA Group, the greyhound racing track operator, yesterday suspended its shares at 150p, while it continued to negotiate a reverse takeover with the owners of Wembley Stadium.

Talks between the two companies have been under way since July, and yesterday GRA said that negotiations have still not reached a point where they are acceptable to both parties.

However, its advisers—stock brokers Astaire—Co—added that they believe the gap is not wide and only fine-tuning is necessary. Astaire says GRA still hopes to make an announcement this month.

The deal currently appears to envisage the greyhound racing side being retained, GRA's chairman, Mr Lesdore Karman, taking a non-executive role and the shares of the merged group being retained.

The share suspension, however, is thought to have been encouraged by the Stock Exchange. GRA has already indicated to a deal with Priest Marrian, the property company, earlier this year—but the offer was abandoned after Haringey Borough Council appealed against planning permission on the redevelopment of Haringey Stadium.

## Hambro Countrywide rises to £10.7m

BY STEVEN BUTLER

Hambro Countrywide yesterday announced a strong improvement in interim results while giving the details of its deal with Guardian Royal Exchange through which a life assurance company will be set up to market products through

Countrywide's chain of estate agents.

A 66 per cent increase in turnover to \$41.8m underpinned an increase in pre-tax profits from \$5.2m to £10.7m, with 1986 figures calculated on a pro-forma basis due to changes in the accounting period, and assuming Balfour Eves and Mann & Company were fully merged. Earnings per share rose 60 per cent to 3.16p.

Hambro Countrywide forecast full year 1987 pre-tax profits of £25m, up from £16.3m in 1986. An interim dividend of 0.85p was declared. Comparison with a previous period is not meaningful.

Mr Christopher Spoorborg, the chairman, said the improved results reflected the increase of

Countrywide's offices from 331 to 457, brisk housing sales, and an increase in the ratio of mortgages provided to houses sold which is now 35 per cent compared to 20 per cent a year ago.

Sales of 31,145 homes were completed during the period up from 23,400 last year, and worth over £1.69bn.

The company's in-house financial services arm completed £363m worth of mortgages, up from £200m, for 11,162 purchases (6,563).

Countrywide said that the level of instructions and enquiries in residential housing remained high despite the round of interest rate increases and that this augured well for the coming year.

## COSTAIN GROUP

## INTERIM REPORT 1987

Group Results	Six months to 30 June 1987	Six months to 30 June 1986	Year 1986
Turnover	£425.0	£375.0	£866.0
Operating profit	25.8	28.1	74.9
Interest payable	4.9	6.9	10.6
Profit on ordinary activities before taxation	20.9	21.2	64.3
Taxation at estimated 33% (1986—27%, year 27.5%)	6.9	5.7	17.7
Profit on ordinary activities after taxation	14.0	15.5	46.6
Minority interests	1.5	1.7	4.3
Profit before extraordinary items	12.5	13.8	42.3
Extraordinary items	1.8	0.7	1.2
Profit attributable to Costain Group PLC	10.7	14.5	41.1
Interim dividend of 3.65p per share (1986—3.5p)	6.1	5.8	—
Total dividends (1986—8.75p per share)	—	—	14.6
Amount retained	4.6	8.7	26.5
Earnings per share	7.5p	9.6p	27.5p
Average number of shares in issue	166.8m	143.0m	153.6m

Overseas currencies have been expressed in sterling at average rates of exchange. Earnings per share and dividends have been adjusted for the recent one for one capitalisation issue. The figures for the year 1986 have been abridged from the full Group accounts for that year on which an unqualified report was made by the Group's joint auditors and which have been delivered to the Registrar of Companies.

## Highlights from the Chairman's Statement

- ★ The decline in engineering and construction markets has been offset by the successful development of interests that we believe offer potential for sustained growth through the next decade and beyond.
- ★ The coal mining activities of the Group in the USA and Australia continued to advance satisfactorily. Deliveries under the recently won 14 year supply contract at Ravensworth began on 1st July.
- ★ Good progress was made in new housebuilding operations in California and Spain.
- ★ The property development programme is at a record level with increased activity in the retail and office sectors.

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September 9, 1987, London  
By Citibank, N.A. (Citi Dept.), Agent Bank

CITIBANK

## Moorgate Group

Billings of the Moorgate Group surged from £10.4m to £18.8m in the first half of 1987, turnover improved by 74 per cent to £87m and at the pre-tax level profits accelerated from a restated £24,000 to £51,000.

Earnings increased by 2.7p to 5.47p after tax of £202,500 (£121,500).

weeks trading since completion of its purchase.

Mr Bramall said 1987 was proving to be extremely good for the group. Dealerships, contract hire and leasing companies had all performed very well and the contribution from Geico, the recently acquired contract hire, leasing and fleet management company reflected only seven

tax amounted to £10.9m (£84,000), leaving attributable profits of £2.54m (£1.43m); there were no extraordinary items this time (£33,000 net charges) leaving earnings per share of 21.2p (12.4p).

The interim dividend is increased 25 per cent to 1.65p per share. The figures in yesterday's report were incorrect owing to an agency error.



## UK COMPANY NEWS

## Neilson Leisure abandons flotation

By David Walker

Neilson Leisure, the tour operator which in July launched an offer for subscription to join the Third Market, has at the last minute abandoned its flotation plans and sent back the money received from would-be investors.

Instead, Neilson has been bought by Granada, the TV and leisure company which moved into the holiday business in April with the £50m acquisition of WSL. The purchase price had not been disclosed but Granada said yesterday that they paid less than the £5.6m market capitalisation Neilson would have had if the flotation had gone ahead.

"During the course of the offer it became increasingly obvious that we would not achieve the level of profits forecast in our offer document," explained Mr Warren Sandral, Neilson's chairman and managing director last night.

Neilson published its prospectus in mid-July and forecast that it would make pre-tax profits of £250,000 in the year to the end of next month. It sought to raise £1.8m by offering to the public 1.85m shares which would have qualified for tax relief under the Business Expansion Scheme.

Guidance, the stockbrokers sponsoring the issue, said that the issue was "very well" if not quite fully subscribed when the offer closed a fortnight ago. It has sent a cheque to several hundred subscribers to the issue, covering both the amount subscribed and interest.

Neilson — which operates summer and winter coach holidays — has a staggered profit record. Its best year was in 1983, when it made taxable profits of £785,000. In the following year, it made losses of £1.15m, to be followed by a profit of £461,000 and a loss of £180,000 last year.

## Hawley accelerates past £30m

BY CLAY HARRIS

Hawley Group, the international services company, yesterday reported doubled pre-tax profits of \$51m (£30.7m) for the first six months of 1987 and won its shareholders' approval for the £15m (£9.9m) takeover of ADT, the leading US supplier and operator of alarm systems.

The pre-tax advance from \$25.2m was achieved on turnover 54 per cent ahead at \$431.3m. Earnings per share, undiluted by outstanding convertible preference shares, rose by 20 per cent to 7.9 cents (6.6 cents).

Hawley's already low tax charge fell again to just below 15 per cent. The Bermuda-domiciled group has reported in US dollars since last year.

Its plan to issue \$400m of convertible preference shares

without offering pre-emptive rights to existing shareholders was opposed on behalf of only 2 per cent of shares at the special general meeting yesterday in Bermuda. No-one spoke against the issue, according to Mr Michael Ashcroft, chairman and president.

The major difference in the group's composition between the first half this year and the same period of 1986 was the addition of Pritchard Services, the cleaning and maintenance company, for which Hawley paid £150m. British Car Auctions bought a deal worth £182m, was in the accounts for the final two months.

The proportion of sales in North America rose to 64 per cent (53 per cent) in the half. ADT will raise the total to three-quarters. The UK share

fell to 31 per cent (38 per cent) and that of the rest of the world — mostly Australasia — rose to 15 per cent (9 per cent).

In each of its three geographical markets, Hawley has achieved or is close to leadership in three out of four of its core businesses: cleaning, security, hospital services and auctions.

As an interim dividend, Hawley will follow its conventional practice of a scrip issue, in this case one-for-60 (one-for-80 last year). With Hawley's shares 5p lower at 158p, the scrip dividend would be worth about 4.57 cents against the 4.2 cents (2.1 cents) cash alternative. The scrip is payable on September 16 (the cash on January 29).

## ● comment

Now that the pre-emption rights storm has passed without sloshing out of its teacup, perhaps Hawley and its British shareholders can sit back and calmly realise that they need not stay at daggers drawn. As an archetypal stock for the Thatcher (and Reagan and Hawke) years, Hawley provides possibly the best vehicle to reap the financial benefits of the international trend toward privatised services depending on part-time employment and the demand for security products fed by anxiety about crime. Three months of ADT should lift pre-tax profits to \$155m for the full year. With a tax charge unlikely to exceed 10 per cent (oh, hairy Bermuda) the prospective p/e of 12, fully diluting for all that convertible pref. does not look expensive. With additional listings helping to fuel demand, it is too soon to worry about services when the world market, metaphorically, enters a post-Thatcher era.

## Oldham's property valuation

BY WILLIAM COCHRANE

THE INDEPENDENT valuation of Oldham Estate, the property vehicle of the legendary Mr Harry Hyams, leaves Oldham's investment properties at a staggering 25 per cent discount to their balance sheet figure as at September 30, 1986.

Chartered surveyors Debenham Tewson & Chinnocks were called in to perform the valuation in May by MEPC, bidders for Oldham, and the Co-operative Insurance Society (CIS) which sold MEPC all but a tiny fraction of its current 68.9 per cent holding in Oldham last February.

DT & C's valuation, also to end-September last, puts the worth of the Oldham properties at £435.84m compared with the £581m calculated by Oldham's own valuers, Bernard Thorpe & Partners. The £581m figure itself was down by £32m from the £613m calculated for September 30, 1985, that decline reflecting a reduction in the value of leasehold properties.

The new valuation means that MEPC's bid, which could have been increased by reference to a valuation-related formula, stays where it was at 48 new MEPC shares and

£62.07 of cash, with loan notes and loan stock alternatives, for every 200 Oldham shares.

The offer now values each Oldham share at 150p compared with a net asset value, as defined under MEPC's offer, of 117p. However, said MEPC managing director Mr Christopher Benson last night, the effect on MEPC would be to dilute its net asset value only marginally, from 440p to about 435p a share.

Furthermore, he said, the discounts which applied to large Central London office blocks, and major investment property portfolios last autumn have since disappeared. Mr Benson added that he fully expects Mr Hyams, by far the major minority holder with about 30 per cent of Oldham, to take this point and call for an updated valuation of the company in the near future.

## Lyon &amp; Lyon rises 39%

Lyon & Lyon, West Yorkshire-based Ford main dealer, vehicle repairer and ship-builder, lifted pre-tax profits by 39 per cent in the first half of 1987.

On turnover of £2,038m (£1,722m) the pre-tax result was £291,327 (£209,861). The anticipated return to profitability came earlier than expected, directors said, due mainly to an excellent performance by Lyon Leasing Vehicle Contract Hire.

The interim dividend is maintained at 1.5p. Earnings per share improved to 5.86p (3.94p) after tax of £98,000 (£79,000). An extraordinary £81,000 debit was a provision for costs on an acquisition terminated by the vendor at a late stage.

## Freshbake expands frozen food side via acquisition

BY STEVEN BUTLER

Freshbake Foods yesterday announced an expansion of its range of frozen food products with the acquisition of Betterbake Products for an initial £1.8m.

Betterbake manufactures a range of frozen savoury products and beefburgers, where Freshbake is already active, and will take the company into dairy sponge cakes and gateaux, which it says are fast-growing areas.

The initial consideration, which is to be satisfied by £462,177 and the issue of 783,579 new ordinary shares, is based on estimated pre-tax profits at Betterbake of £180,000 for the nine months to April 2 1988, with additional payments depending on performance. Betterbake's pre-tax profits came to £170,255 in the year to the end of June 1987, on a turnover of £4,544m.

Freshbake said it had obtained warranties and indemnities as it normally does covering the financial information provided.

The company took a \$5.78m provision in connection with over-statement of vegetable stocks and under-statement of creditors at World Farm Foods, which it acquired in January for nearly £8m.

ASD rises to £15m

ASD, USM-quoted steel stockholder and distributor, boosted taxable profits from £1.21m to £1.52m on turnover ahead from \$94.67m at \$45.1m in the six months to June 30, 1987.

The directors declared an increase from 4p to 4.5p in the interim dividend and after a fall in tax from \$291,000 to \$282,000 earnings per £1 share rose from 11.5p to 16.2p.

Acquisitions made during the year contributed £8.22m to the turnover and a modest pre-tax loss. The businesses were being rationalised and developed and performance was improving.

Mr Ralph Oppenheimer, chairman, said that although the second half was normally less profitable than the first half, the company was cautiously optimistic for the rest of the year.

Goal Petroleum up

Goal Petroleum, oil and gas exploration and production company, produced an interim pre-tax profit of £496,000 compared with a loss of £209,000 last time after oil production rose by 46 per cent.

Turnover for the six months to June 30 was £3.35m (£1.8m) and earnings per share were 0.44p (0.19p loss). The average oil price realised was 30 per cent higher at \$17.50 per barrel, giving a sterling realisation of £10.85 per barrel compared with £8.96 in the first half

## DIVIDENDS ANNOUNCED

Company	Current payment	Date of payment	Corresponding dividend for last year	Total dividend for last year
ASD	4.5	Nov 2	4	8.5
Barker & Debon	1.5	Jan 8	1.5	3
Beecham	1.5	Dec 30	1.5	3
Booker	3.4	Jan 4	4.75	12.75
Bowater	3.35	—	—	10
Brit. Aerospace	6.9	—	6.4	17.4
Coastal Group	3.65	—	3.5	8.75
Electron House	2.1	Oct 30	2	4.1
Kineas Lighting	2.81	—	2.5	5.3
Expanset Int'l	3	—	2.7	5.7
Expanset Int'l	3	—	2.7	5.7
Hammer Caters	0.55	—	0.5	1.05
Hestair	2	Jan 4	1.7	3.7
Hestock Johnson	1.51	Nov 24	0.85	2.36
IMI	2.75	Oct 19	2.5	5.25
Interlink Express	2.5	—	—	5.85
Kerry	0.52	—	—	0.88
LMS	1.5	Nov 7	1.5	3
Lopez	2	Oct 23	1.8	3.8
Lyon & Lyon	1.5	—	1.5	3
Macdonald Martin A	4	Oct 23	4	8
Macdonald Martin B	2	Oct 23	2	4
Prov. Financial	4.5	Oct 31	4	8.5
Ricardo	2.25	—	2.25	4.5
Sherrwood Computer	1.51	—	1.5	3
Technology Projects	1.54	Nov 2	0.96	2.5
Toser Kemsley	0.6	Oct 20	0.5	1.1
Trade Indemnity	2.2	—	1.85	4.05
John D. Wood	1.25	Oct 22	—	1.25

Dividends shown pence per share net except where otherwise stated. \* Equivalent after allowing for scrip issue. † On capital increased by rights or acquisition issues. ‡ USM stock. § Unquoted stock. ¶ Third market. || To reduce disparity. \*\* Special payment. †† Irish pence throughout.

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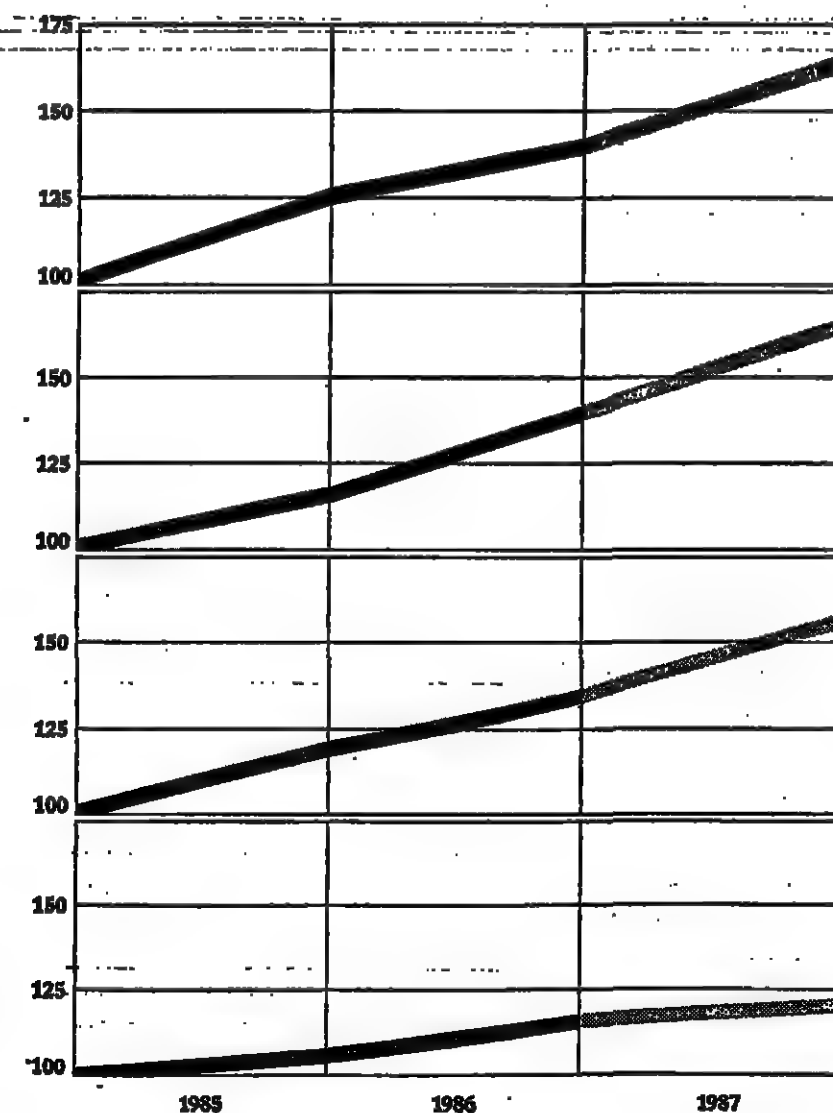
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## UK COMPANY NEWS

## Strong demand as Istock beats forecasts with £16m

STRONG DEMAND in the brick divisions and higher profits from fibres helped Istock Johnson interim profits increase 24 times in the first six months of 1987. The taxable figure was up from £5.5m to £16.3m, about \$3m above market expectations.

There was also a substantial fall in the net interest charges from £2.15m to £401,000 following last year's rights issue.

Turnover improved from £58.2m to £69.2m. Earnings per share came out at 7.26p (3.64p) and the interim payment is being raised from an adjusted 0.86p to 1.5p, partly to reduce disparity.

Mr Hyde-Thomson, chairman, said on prospects for the second half that demand for bricks and tiles in the UK remained high and performance of the division continued to improve. Despite lower activity in the US demand was holding up and better margins were expected.

Of the period under review

the directors said that the brick divisions on both sides of the Atlantic enjoyed strong demand and good winter conditions. In the UK despatches exceeded production, which was unusual for the first half of the year and trading profit was at a new high of £10.9m.

Fibres division profits at £2.2m (£534,000) were above the £1.4m for the whole of the previous year.

Turnover was split between £38.48m (£29.47m) for the UK and US £30.72m (£28.78m), giving UK trading profits of £10.92m (£8.64m) and £3.58m (£1.49m) in the US. The fibres contribution was added to that.

Tax took £4.58m (£1.62m) to leave net profits of £11.8m (£4.68m).

comment

New managing director Peter Woodman could hardly have hoped to present a better set of figures and the problem will be to produce an encore. This is the year when everything is

going right for Istock. At a time when demand for its two main profit earners, bricks and wood pulp, is buoyant the company is also reaping the rewards for doubling its stake in Eucalyptus Pulp Mills and for persevering in the US after several years of losses there.

The market had expected pre-tax profits to double but when its expectations were exceeded it seemed reluctant to react, marking the shares up just 24p to 180p.

But Istock produces £3m this year the prospective p/e will be about 12, leaving room for some growth at least. The company may never repeat the expansion of its first half of this year but it still has plenty to go at in the US, where margins are still only around 11 per cent compared with 28 per cent in the UK and where the popularity of Istock's specialty bricks is growing.

With gearing expected to be nil by the end of the year, there is also scope for paper-free acquisitions.

## Buoyant motor trade lifts TKM by 72% to £12m

The retail car market, the main source of earnings for Tozer Kenney & Millburns (Holdings), has been buoyant and this coupled with a fall in six months contribution from the Kenney Motor Group has helped boost pre-tax profits of this international trader by 72 per cent from £7.08m to £12.18m in the first half of 1987.

The company has restored an interim dividend with a 0.6p payment from earnings per 20p share of 4.1p (2.1p) basic and 3.3p (2.5p) fully diluted. The total payment for 1986 was 0.5p.

The directors said that the integration of Kenney proceeded smoothly and additional benefits had yet to emerge. The UK and French automotive subsidiaries have performed well and vehicle rental and tyre distribution have also enjoyed good trading conditions.

The car market, rentals and tyre distribution are traditionally better in the second half and the board anticipates higher profits for the second six months.

There was disappointment that the recent bid for Molins failed but other acquisition prospects both within the motor trade and further afield will be strongly pursued.

Turnover for the period increased by 61 per cent to £437m (£271m) and trading profit increased from £10.01m to £15.59m. The share of profits of associated companies increased from £1.06m to just £22,000. MCL Group having a difficult first half. But the directors said that the advent of new Mazda models should ensure a better result for the full year.

Interest charges amounted to £3.73m (£2.95m) and tax charged was £3m (£2.95m). There were no extraordinary items this time (£5.37m credit).

comment

A full six months from a re-navigated Kenney has accounted for a large part of TKM's interim rise. In the first half of 1986, Kenney contributed £900,000 at the pre-tax level although it was included for only 11 months, whereas for the full year the total was £4.3m. At a guess as much as two-thirds of the £5.1m rise this time came from the integrated Kenney operations. Obvailing this and TKM's organic growth rate was a drop to virtual breakeven at MCL, the Mazda importer. Here the strong yen, a lack of new models and keen competition have all but wiped out the regular £1.5m pre-tax expected from the 40 per cent owned MCL. The drying up of UK tax credits has pegged the charge at 41 per cent and restricted the growth of fully diluted earnings to a third even though there was a 72 per cent pre-tax leap. This year £31m might just be possible, putting the shares at 145p on a prospective p/e of 16. In spite of losing Molins, Ron Brierley's listed UK vehicle dealer is re-entering the acquisition race to maintain this rating.

Admiral Computing

up 48% halfway

Admiral Computing Group, which joined the USM in March, produced a 48 per cent improvement in pre-tax profits to £621,000 for the six months to June.

Turnover rose from £2.95m to £3.55m, and earnings per share were 3.9p (2.5p).

The recent slowdown in new orders would result in lower growth than previously anticipated for the year, said the directors. But they were reviewing opportunities for expansion and believed prospects were encouraging. The government sector had seen strong growth.

As announced in the company's listing particulars, the board will not declare an interim dividend, but expects to recommend a final payment of not less than 1.45p for the year.

TPS increases

profits by 42%

Technology Project Services, supplier of engineering and technical support staff, increased pre-tax profits by 42 per cent from £464,000 to £669,000 for the six months to June 22.

Turnover increased by 27 per cent to £1.64m (£1.28m). Referring yesterday to the record turnover and profit, Mr Richard Avery, chairman, said that the planned restructuring of the company's operations was already producing results.

"An encouraging number of new international clients and contracts have been won," he said. "The board considers the outlook for 1987 to be very positive."

After tax of £282,000 (£152,000) earnings per 10p share increased to 7.2p (5.3p).

A dividend of 1.54p (0.66p) was declared.

## Budgen lifts Barker to £7m

BARKER & DORSON'S interim results reflect the acquisition last year of the Budgen supermarket chain with group pre-tax profits up from £481,000 to £7.2m for the 26 weeks to July 11.

Budgen contributed £5.73m to the trading results compared with nil for the same period last year with the original confectionery sector contributing £1.06m, the food retailing and £1.49m (£1.38m) from confectionery (the group figure takes in inter-company sales of £812,000).

The directors announced yesterday that 11 major store redevelopments before the year-end, together with three new stores. Budgen expects to open at least 12 new stores next year.

They were encouraged by the progress in all major areas of activity and were confident that this would be reflected in results for the full year.

Current trading, they said, "remains strong with the added progressive favourable effects of revised product ranges being introduced."

Noting the contribution of the Budgen supermarket chain to the results, the directors said the company had an operating margin of 4.55 per cent, a substantial rise from the 4 per cent achieved for the final 30 weeks of the 1986 year.

They are paying an interim dividend of 1.5p (nil). After tax of £1.82m (nil) earnings per 10p share rose from 0.3p to 6.8p.

comment

John Fletcher, chairman of Barker & Dobson, has a smile on his face and might as well have yesterday's figures. The turnaround in Budgen has

been faster than expected, 30 stores will have been refurbished by year end, three new ones opened and 12 more are planned for next year. Morale, which pre-1986 was so low it could have been hurled by a slug, is high: staff response to a clear sense of direction and enthusiastic leadership clearly evident. On the confectionery side there is steady progress and, with the new Dundee plant on stream by November, scope for growth for the next two or three years. After that, who knows? Though speculation that the confectionery side will be sold, has softened somewhat recently, the feeling remains that food retailing is where the future lies. With expectations of pre-tax profits of £14m, the shares, up 6p to 245p, are trading on a prospective p/e of 30, not cheap but the ratings have given the company scope for further earnings-enhancing acquisitions.

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comment

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## John D. Wood advances 54% to £1.16m

John D. Wood, the estate agency which came to the USM in February, reported a 54 per cent rise in pre-tax profits for the year to end-April 1987.

On a pro-forma basis turnover moved 28 per cent ahead to £5.03m (£3.93m), and the pre-tax result came out at £1.16m (£756,000).

Mr George Pope, joint chairman, said that since the flotation a higher profile had been achieved. The London residential side of the group had been operating in favourable conditions and continued to flourish. The number of sales and, he believed, the company's market share, had increased.

The directors had been particularly encouraged by the improvement in the agricultural and country residential business, acquired in September 1986. They intended to increase the country departments' presence in the south of England. In addition, they hoped to expand the existing networks of offices in the London residential department.

As indicated in the prospectus, a special 1.25p dividend is proposed. Earnings worked through at 9.6p (5.7p) per 10p share.

## All-round growth boosts Lopex by 35% to £2m

ALL-ROUND GROWTH, including being awarded the contract for the French government's Aids prevention campaign, helped Lopex, advertising and marketing group, report interim pre-tax profits up by 35 per cent.

On turnover up from £3.72m to £5.75m taxable profits for the first half of 1987 came out at £2.02m (£1.51m). Earnings per 5p share were 7.33p (4.95p) and the interim dividend has been increased to 3p (1.8p).

Mr John Castle, chairman and chief executive, said that there had been a number of important developments during

the period including the acquisition of a minority interest in Design in Action and the commissioning of an advanced computer system. Also two overseas agencies had been bought, HVR Advertising in Amsterdam and Timing Publicidade de Portugal in Lisbon.

In the present half year it had bought Grayling Group, public relations consultants.

After tax of £882,000 (£575,000) and minority interests of £199,000 (£327,000) the retained profit for the period came out at £1m against £603,000 last time.

## BOARD MEETINGS

TODAY	London United Investment	Sept 10
Interim: Abbott, Mead, Vickers, Ameri, BOC, BTR, British Vita, Farward, Technic, Leman, Klarfeld, WBS, Moss, Gros, James Hall, New Daria, Gil, Mordin and Pascoe, Panisular and Oriental Steam Navigation, Prudential, Turner and Newall, James Wilkes, George Wimpey, Fleet, Alunco.	Mandera	Sept 17
FUTURE DATES	Morone Cruise	Sept 23
Autoforgate	Scottish Heritage Trust	Sept 15
Bank of Wales	Scottish Television	Oct 9
Canal (S)	SM	Oct 30
Estates and Gen. Investments	CALA	Sept 15
	Castle (S)	Sept 23
	Chambers and Fergus	Sept 15
	McKillop (A. and J.)	Sept 15
	Northern Industrial Investment Trust	Sept 15
	West Yorkshire Independent Hospital	Sept 14
	Westpool Invest. Trust	Sept 17

## Provident Financial Group

## INTERIM RESULTS

The 16% pre-tax profit increase over the first half of 1986 is, to a great extent, due to concentration in the credit companies on improvements to credit control and to standards of collecting customers' repayments. The reduced level of turnover is partly due to this emphasis on credit control and is partly a reflection of the conditions in the retail sectors with which we are most strongly linked. In the second half, we are continuing to give priority to credit control and to improvements in branch operating methods.

Elsewhere in the Group, progress is being maintained.

The Group as a whole will, we expect, produce a good result in 1987.

The interim dividend is increased to 4.5p per share. It is payable on 21st October 1987 to shareholders on the Register at close of business on 24th September 1987.

## RESULTS AT A GLANCE

for the half-year ended 30th June 1987

	Unaudited Half-year to June 1987	Unaudited Half-year to June 1986	Audited Full Year 1986
Turnover	177,300	180,283	409,684
Group profit before	6,667	5,670	22,259
Ordinary dividend per share	4.50p	4.00p	13.00p
Earnings per share	8.71p	7.33p	29.07p

\* As stated in a company letter. The interim Report 1987 will be posted to shareholders on 16th September 1987. Copies may be obtained from the Secretary.

Provident Financial Group PLC

Colonnade, Sunbridge Road, Bradford BD1 2LQ. Tel: 0274 733321

## IMI

## A MAJOR INTERNATIONAL GROUP

The Directors of IMI plc announce the following unaudited results of the Group for the first half of 1987 with comparative figures for 1986. The results for the full year 1986 are abridged from the audited accounts which have been delivered to the Registrar of Companies.

	1987 FIRST SIX MONTHS £ million	1986 FIRST SIX MONTHS £ million	YEAR £ million
Turnover	421	383	780
Trading profit	40.7	31.9	75.3
after charging depreciation	11.7	10.2	22.5
Income from fixed asset investments	1.4	1.3	3.2
Net interest payable	(2.0)	(2.7)	(5.2)
Profit on ordinary activities before taxation	40.1	30.5	73.3
Tax on profit on ordinary activities	(12.9)	(8.6)	(20.6)
Profit on ordinary activities after taxation	27.2	21.9	52.7
Applicable to minority shareholders of subsidiaries	(0.3)	(0.2)	(0.5)
Profit applicable to shareholders of IMI plc before extraordinary items	26.9	21.7	52.2
Extraordinary loss after taxation	—	—	(3.2)
Profit applicable to shareholders of IMI plc after extraordinary items	26.9	21.7	49.0
Earnings per share (excluding extraordinary items)	8.4p	7.5p	17.1p

## ORDINARY DIVIDEND

The Directors have declared an interim ordinary dividend for the current year at the rate of 2.75p per share (1986: 2.5p per share). This dividend will absorb £8.8 million (1986: £7.9 million) and will be paid on 19 October 1987 to shareholders on the Register on 24 September 1987.

## BRIEF REVIEW OF ACTIVITIES

First half pre-tax profits of £40.1 million were £9.6 million (31 per cent) higher than those reported last year. This includes six months profit from companies acquired last year whereas the first half of 1986 included only two and half months of Martonair profits. The additional benefit in 1987 is estimated at £2.6 million.

The analysis of turnover and profit by class of business is set out below:

	1987 FIRST SIX MONTHS Turnover £ million	1987 FIRST SIX MONTHS Profit £ million	1986 FIRST SIX MONTHS Turnover £ million	1986 FIRST SIX MONTHS Profit £ million	YEAR Turnover £ million	YEAR Profit £ million
Building Products	95	7.3	86	4.8	186	15.3
Drinks Dispense	82	8.7	71	7.2	134	13.8
Fluid Control	102	14.2	79	9.8	175	21.7
Refined and Wrought Metals	98	6.0	104	6.8	194	14.7
Special Engineering (& other activities)	76	6.9	76	5.8	157	14.6
Items not attributable to a specific class of business	453	43.1	416	34.4	848	80.1
Intra-group sales	(32)	(2.4)	(33)	(2.5)	(66)	(4.8)
Turnover & trading profit	421	40.7	383	31.9	780	75.3
Income from fixed asset investments	1.4	1.3	1.3	1.3	3.2	3.2
Net interest payable	(2.0)	(2.7)	(2.7)	(2.7)	(5.2)	(5.2)
Turnover & profit before tax	421	40.1	383	30.5	780	73.3

Note: In order to simplify presentation of the Group's activities, the Board has decided to combine: (1) the activities previously described as Fluid Power and Special Purpose Valves into a new class Fluid Control; (2) the activities previously described as Heat Exchange and General Engineering into a new class Special Engineering; and to show trading profit in the detailed analysis of profit by class of business.

Compared with the first half of 1986:—

We achieved a considerable further advance in Building Products, particularly in copper tube, fittings and cylinders. The market remained strong throughout and we also benefited from rationalisation and other measures taken in the recent past. We also achieved increased profits in Drinks Dispense in all areas and particularly in the UK, where excellent progress was made in integrating Coldflow acquired in October 1986. In Fluid Control, the Martonair acquisition last year has enhanced profitability and added impetus to worldwide growth in our pneumatics activities. In valves, profits were below last year's level largely as the result of continuing low demand in oil related areas. In the Refined and Wrought Metals sector, lower sales affected the performance of IMI Titanium. The copper companies were affected by lower copper prices in the early part of the year, though the price strengthened towards the end of the period. Our Special Engineering activities achieved a useful improvement with the most marked advance coming from the heat exchange companies.

IMI

PO Box 216, Witton, Birmingham B6 7BA



## COMMODITIES AND AGRICULTURE

## UK seeks higher grain moisture limit

BY BRIDGET BLOOM IN NYSBORG, DENMARK

BRITAIN HAS applied to the European Commission for permission to raise the limit on moisture content of cereals allowable for sale into intervention.

The move, announced by Mr John MacGregor, the Minister of Agriculture yesterday, was welcomed by the National Farmers' Union which has been calling for the increase for the past few

weeks following the heavy rains which have delayed and affected the size of the current harvest.

The EC cereals management committee has been asked to endorse a maximum moisture content of 15.5 per cent, compared with the 14.5 per cent which has been applied for the past year. The move will bring Britain into line with France and most of its competitor producers in Europe.

Mr MacGregor, who was yesterday attending an informal meeting of EC Agriculture Ministers in Denmark, explained that his action had been made necessary by the exceptionally wet weather since mid-August. Despite pressure from the farmers he had waited until now before acting because the higher moisture content would inevitably make British cereals exports less competitive.

Since it is likely to mean more cereals sold into intervention, it will also raise costs of supporting cereals within the EC.

However, the new moisture limit—which seems certain to be accepted in Brussels—will reduce drying costs for farmers who, because of the bad weather, are likely to suffer a considerable drop in yield.

## Farm ministers agree to differ

BY BRIDGET BLOOM

AGRICULTURE MINISTERS of the European Community ended a two-day meeting yesterday with an agreement to disagree on whether environmental protection policies should be given a higher priority within the Common Agricultural Policy.

The Ministers were addressing the issue of agriculture's relationship to the environment for the first time and no decisions were expected from their informal meeting.

However, while all agreed on the importance of environmental protection, the 12 Ministers differed about the degree to which Common Agricultural Policy regulations should be extended to cover environmental problems.

The clearest divisions

emerged between the northern countries like Denmark, playing host to the meeting, where intensive agriculture is recognised as having harmful or polluting effects and is already strictly controlled by the Danish government and the Mediterranean countries, in particular, where the use of fertilisers and pesticides is markedly less and where concern for the environment, where it exists, centres on problems stemming from the depopulation of rural areas.

Clearly very few other countries would be willing to adopt the sort of stringent controls now in force in Denmark on national basis, let alone extend them Community-wide.

But while Ministers discussed the key issues of the nature of environmental pollution, the

identity of its perpetrators and whether controls should be voluntary or compulsory or whether Community aid should be available on an increasing scale, there were apparently no agreed answers.

Mr John MacGregor, British Agriculture Minister, was clear that Community action should be conceived with "great sensitivity" to members' differences and binding legislation which could not be made to stick should be avoided.

He also pointed out that additional cash aid for environmental measures could impose unacceptable burdens on the EC budget.

Neither Mr Ignaz Kiechle, the German Minister nor Mr Francois Guillaume, whose

attitude to the whole environmental question was described as "defensive," wanted to see the extension of compulsory EC regulations on the environment while all three ministers noted that on the whole farmers were not the polluters but the protectors of the environment.

The Ministers agreed that the European Commission will produce further studies both of what has been done within the Community so far on environmental issues and on suggestions for future action.

They also further examine suggestions made by individual Ministers including that of Mr Guillaume that the Community should give more support to the production of bio-ethanol, mainly from cereals.

## Cocoa falls sharply

By David Blackwell

COCOA PRICES fell steeply in London yesterday as delegates to the International Cocoa Organisation (ICCO) continued to seek an agreement on the operation of its price stabilisation system.

The December contract on the London Futures and Options Exchange (Fof) fell 23p to close at \$1,214.50 a tonne—the lowest closing level since April 12, 1985.

ICCO delegates are meeting for the second time to wrestle with the problems of setting buying and selling prices for the organisation's buffer stock manager. They failed to agree in July on a revised floor price when prices unexpectedly started to recover after a steady decline.

Until delegates reach agreement the buffer stock manager is unable to intervene, although the cocoa price as measured in Special Drawing Rights (SDRs) fell yesterday to 1,576.65 a tonne. This is well below the present 1,600 SDR floor level under which he bought 75,000 tonnes, the maximum permitted, in May and June.

Consumer delegates want to see the floor level lowered, while producers are arguing that it should remain the same.

## Plant closure lifts germanium

BY DAVID OWEN IN TORONTO AND DAVID BLACKWELL IN LONDON

THE PRICE of germanium has risen sharply this week following the closure by Vancouver-based Musto Explorations of its Apex gallium/germanium production and processing complex in southern Utah.

The company blamed plant problems and the "incredibly soft" gallium market.

"We closed now because we discovered that some fluorides had corroded the glass in the germanium refinery stills," said

Mr Art Low, company treasurer. "We estimate that we will be down for at least four months while plant modifications take place."

The Apex plant, which came on stream late in 1985, is capable of producing 100 kg of gallium and 17,750 kg of germanium per annum. It is unique in being specifically built to produce the two metals, which are usually derived as by-products of aluminium, and

germanium from the production of copper and zinc.

Its impact on the germanium market was immediate, according to Mr Doug Kules, of Wagon Resources, London's leading strategic metals dealer. It was expected to produce 30 tonnes of the metal a year, when the world market is for 180 tonnes, and prices of germanium dioxide fell from \$450 to about \$350 a kilo.

But its rate of recovery of the metal was far lower than expected, and prices were hovering around \$400 a kilo last week. However, news of the shutdown has pushed prices to \$450 a kilo this week.

Traders expect the shutdown to last considerably longer than the four months announced by Musto. They believe the increase in prices could be sustained, particularly as China has switched this year from being a net exporter to a net importer of germanium, which is used in the production of infra red lenses and fibre optics.

Gallium prices are historically low at the moment, at around \$950 a kilo. Gallium arsenide is used to make computer chips which react much faster than silicon chips, and are thus in demand for military computers.

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## Floods cut jute crop but raise quality

BY SAYED KAMALUDDIN IN DHAKA

THE WIDESPREAD floods which have wrought havoc in Bangladesh have also helped to improve the quality of the country's raw jute production.

Mr Khandaker Asaduzzaman, permanent secretary to the jute ministry, said that the increased availability of flowing water had helped farmers to improve the

quality while processing the crop after harvesting.

The floods have forced early harvesting of the late crop by over 50 per cent, already been harvested — which has affected the length of its fibre. On top of that over 500,000 bales have been lost in the floods.

The Government has revised

jute production figures to 4m bales from an earlier estimate of 4.5m bales.

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The Government has revised

## LONDON MARKETS

THE RALLY IN aluminium

prices on the London Metal

Exchange which started to

wards the end of last week

continued yesterday when the

cash standard position gained

\$19 to \$1,063 a tonne. Last

took the aggregate rise over

the last three trading days to

\$40.50. The recovery in the

dollar-denominated high-

grade metal has been even

more marked with the cash

position advancing \$130 since

last Thursday. Dealers

attributed the early part of

yesterday's rise to covering

against potential options

declarations. In the after-

noon, they added, there was

spill-over strength from the

rising copper market. Cash

Grade A copper ended the

day at \$1,063.50 a tonne.

Dealers put this down

mainly to technical factors

and the strength of the New

York market. Coffee prices

lost ground meanwhile as

sentiment continued to be

affected by Monday night's

reports of divisions between

delegates at the Mexico meet-

ing studying the reinstatement

of export quotas.

LME prices supplied by

Amalgamated Metal Trading.

ALUMINIUM

ALUMINIUM—89.7 per cent

99.7% Unofficial + or High/Low

purty (p.m.) + or High/Low

8 per tonne

Cash 1,063.50 +13.50 1,077.00

3 months 1,063.50 +13.50 1,077.00

Official closing (am): Cash 1,063.50

(1,063.50), three months 1,063.50 (1,063.50),

settlement 1,063.50 (1,063.50). Final Korb

close: Ring turnover: 3,550 tonnes.

99.5% 4 per tonne

Cash 1,063.50 +13.50 1,077.00

3 months 1,063.50 +13.50 1,077.00

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## INDICES

REUTERS

amc 6: Sept 7 Mth 89p Yearago

1644.6, 1640.6, 1647.3 (1467.3)

(Base: September 18 1971=100)

DOW JONES

Sept 7 Mth 89p Year

Spot 128.56, 128.56, 128.56

Fut 128.56, 128.56, 128.56

(Base: December 31 1931=100)

MAIN PRICE CHANGES

Sept 8 + or Month

1987 — ago

METALS

Aluminium 1,063.50 +13.50 1,077.00

Copper 1,063.50 +13.50 1,077.00

Cash Grade A 1,063.50 +13.50 1,077.00

3 months 1,063.50 +13.50 1,077.00

Gold 1,063.50 +13.50 1,077.00

Silver 1,063.50 +13.50 1,077.00

Nickel 1,063.50 +13.50 1,077.00

Palladium 1,063.50 +13.50 1,077.00

Platinum 1,063.50 +13.50 1,077.00

Rhodium 1,063.50 +13.50 1,077.00

Ruthenium 1,063.50 +13.50 1,077.00

Selenium 1,063.50 +13.50 1,077.00

Tellurium 1,063.50 +13.50 1,077.00

Titanium 1,063.50 +13.50 1,077.00

Zinc 1,063.50 +13.50 1,077.00

Zirconium 1,063.50 +13.50 1,077.00

Cobalt 1,063.50 +13.50 1,077.00

Manganese 1,063.50 +13.50 1,077.00

Niobium 1,063.50 +13.50 1,077.00

Vanadium 1,063.50 +13.50 1,077.00

Molybdenum 1,063.50 +13.50 1,077.00

Sulfur 1,063.50 +13.50 1,077.00

Phosphorus 1,063.50 +13.50 1,077.00

Potassium 1,063.50 +13.50 1,077.00

Sodium 1,063.50 +13.50 1,077.00

Calcium 1,063.50 +13.50 1,077.00

Magnesium 1,063.50 +13.50 1,077.00

Barium 1,063.50 +13.50 1,077.00

Strontium 1,063.50 +13.50 1,077.00

Bismuth 1,063.50 +13.50 1,077.00

Antimony 1,063.50 +13.50 1,077.00

Arsenic 1,063.50 +13.50 1,077.00

Cadmium 1,063.50 +13.50 1,077.00

Mercury 1,063.50 +13.50 1,077.00

Silver 1,063.50 +13.50 1,077.00

Gold 1,063.50 +13.50 1,077.00

Platinum 1,063.50 +13.50 1,077.00

Rhodium 1,063.50 +13.50 1,077.00

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Selenium 1,063.50 +13.50 1,077.00

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Titanium 1,063.50 +13.50 1,077.00

Zinc 1,063.50 +13.50 1,077.00

Zirconium 1,063.50 +13.50 1,077.00

Cobalt 1,063.50 +13.50 1,077.00

Manganese 1,063.50 +13.50 1,077.00

Niobium 1,063.50 +13.50 1,077.00

Vanadium 1,063.50 +13.50 1,077.00

Molybdenum 1,063.50 +13.50 1,077.00

Sulfur 1,063.50 +13.50 1,077.00

Phosphorus 1,063.50 +13.50 1,077.00

Potassium 1,063.50 +13.50 1,077.00

Sodium 1,063.50 +13.50 1,077.00

Calcium 1,063.50 +13.50 1,077.00

Magnesium 1,063.50 +13.50 1,077.00

Barium 1,063.50 +13.50 1,077.00

Strontium 1,063.50 +13.50 1,077.00

Bismuth 1,063.50 +13.50 1,077.00

Antimony 1,063.50 +13.50 1,077.00

Arsenic 1,063.50 +13.50 1,077.00

Cadmium 1,063.50 +13.50 1,077.00

Mercury 1,063.50 +13.50 1,077.00

Silver 1,063.50 +13.50 1,077.00

Gold 1,063.50 +13.50 1,077.00

Platinum 1,063.50 +13.50 1,077.00

Rhodium 1,063.50 +13.50 1,077.00

Ruthenium 1,063.50 +13.50 1,077.00

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Tellurium 1,063.50 +13.50 1,077.00

Titanium 1,063.50 +13.50 1,077.00

Zinc 1,063.50 +13.50 1,077.00

Zirconium 1,063.50 +13.50 1,077.00

Cobalt 1,063.50 +13.50 1,077.00







**ET UNIT TRUST INFORMATION SERVICE****AUTHORISED  
UNIT TRUSTS**

<b>Brown Shipley &amp; Co Ltd (A)(S)</b>	<b>F &amp; C Unit Management—Contd.</b>	<b>Henderson Administration—Contd.</b>
\$ 17.86	Exempt Funds <sup>a</sup>	Exempt Funds
		Unit Income
		+0.01

[illegible]

## BASE LENDING RATES

ASX Name	%	ASX Name	%	ASX Name	%
Aldi Australia & Company	30	Charmaine Bank	30	Bank of Korea	30
Adrian Airb Ltd	30	Colony NA	30	WestWestminster	30
Adrian Airb Ltd	30	Cyber Markets Bank	30	Northern Bank Ltd.	30
Adrian Airb & Co	30	Cyberstate Bank	30	Marine Bank Ltd.	30
Adrian Airb Bank	30	Corvus, Bk. N. East	30	PMG Pacific Int. Trust	100
American Exp. Bk.	30	Coronado Credit	30	Provident Trust Ltd.	33
Arena Bank	30	Co-operative Bank	930	N. Rastbury & Sons	30
Asahi Bank Ltd	30	Credit Bank	30	North Bank Ltd.	30
AWZ Banking Group	30	Darius Bank	30	Ngai Bank of Scotland	30
Australian Capital Corp	30	Export 'n' Y'st'g plc	30	Opus Bank Ltd.	30
Austrian & Co Ltd	30	Exim Bank Ltd.	300	Saunder & Williams Secs	30
Bank of Baflo	30	Financial & Sav. Bk.	30	Standard Chartered	30
Bank Hapoalim	30	First Nat. Fin. Co.	30	TDS	30
Bank Leumi (Qatar)	30	First Nat. Sec. Inc.	33	UFG Mortgage Corp	733
Bank Credit & Comm	30	First Nat. Planning & Co.	30	UFG Bank of Korea	30
Bank of America	30	First Nat. Plan & Pk	30	United World Bank	30
Bank of Ireland	30	Gibraltar	30	Unity Trust PLC	30
Bank of India	30	Gibraltar City	30	Western Trust	30
Bank of Scotland	30	Gunnies Hobson	30	Westpac Bank Corp.	30
Bankers Ridge Ltd	30	HFC Trust & Savings	30	Wilmington National	30
Barclays Bank	30	Indus Bank	30	Yorkshire Bank	30
Barclays Trust Ltd	30	Indus Bank & Sec.	30		
Barclays Trust Ltd	30	Indus Bank & Sec.	30		
Barclays Bank Ltd	30	Indus Bank & Sec.	30		

Left 10 of 100 East	300	Horsburg & Shoup	100	Monroe Committee	5.7%
Brown Shipley	300	Lloyd's Bank	100	disputed 5% guarantee	7.6%
Business Major Tr.	100	Mayfield & Sons Ltd.	100	Top Tier—22,500+ at 3	month
CL Bank Nederland	100	Midland Bank	100	rate 9.31% at call	no
Canada Permanent	100	• Morgan Grenfell	100	\$10,000+ remains deposited	
Cayor Ltd.	100	Monie Credit Corp. Ltd.	100	4 Mortgage loan rates of 10.0%	
				deposit 4.99%. All savings	10.5%

**Christiania Bank og Kredittkasse**  
(Incorporated in the Kingdom of Norway with Limited Liability)  
U.S. \$250,000,000  
Floating Rate Subordinated Notes Due 2001

Notice is hereby given that the Rate of Interest has been fixed at 7.6875% and that the interest payable on the relevant Interest Payment Date March 9, 1988 against Coupon No. 3 in respect of US\$10,000 nominal of the Notes will be US\$388.65 and in respect of US\$250,000 nominal of the Notes will be US\$9771.62.

September 9, 1987, London

**CITIBANK**

**Have you got a few words to say to your Bank Manager?**

RATHER SURPRISINGLY QUITE A FEW BANK MANAGERS HAVE MORE THAN A FEW WORDS TO SAY TO THEIR BANK MANAGERS ALSO!

In banking jargon it is called **CORRESPONDENT BANKING** and the people who sell it are politely called " Bank Calling Officers." Nevertheless they are salesmen and their job is to sell the services and facilities of their own bank to other banks.


As with any consumer, industrial or commercial product, awareness of the corporation behind the product, and its management, is an essential ingredient in selling. Consists of a local built up

essential ingredients of selling contacts and royalties don't up over many years can dissolve rapidly which is why advertising in THE BANKER journal informs and influences the international banking community far beyond the capacity of your personal calling programme.

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Say a few words to them regularly through the pages of the journal they read, respect and rely upon for essential management information

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**Ahlhi Bank of Kuwait (K.S.C.)**  
(Incorporated under the Commercial Companies Law of Kuwait)

**US\$50,000,000**

**Floating Rate Notes due 1992**

Notice is hereby given that the Rate of Interest has been fixed at 7.9375% and that the interest payable on the relevant Interest Payment Date, March 9, 1993 against Coupon No. 7 in respect of US\$50,000,000 nominal of the Notes will be US\$200.64 and in respect of US\$250,000,000 nominal of the Notes will be US\$10,032.12.

September 9, 1987, London  
By: Citibank, N.A. (CSSI Dept.), Agent Bank **CITIBANK**



**Alahli Bank of Kuwait (K.S.C.)**  
(Incorporated under the Commercial Companies Law of Kuwait)

**US\$50,000,000**

**Floating Rate Notes due 1992**

Notice is hereby given that the Rate of Interest has been fixed at 7.9375% and that the interest payable on the relevant Interest Payment Date, March 9, 1988 against Coupon No. 7 in respect of US\$50,000 nominal of the Notes will be US\$200.84 and in respect of US\$250,000 nominal of the Notes will be US\$10,032.12.

September 9, 1987, London  
By: Citibank, N.A. (CSSI Dept.), Agent Bank **CITIBANK**

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## OFFSHORE AND OVERSEAS







**Financial Times Wednesday September 9 1987**

## INDUSTRIALS—Continued

[illegible]



## LONDON SHARE SERVICE

## INSURANCES—Continued

1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	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## CANADA

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And ask Marianne Hoffman at Narvesen AS for details.

Business Newspaper  
 Buffalo - New York



## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

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## AMEX COMPOSITE CLOSING PRICES

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# FINANCIAL TIMES

## WORLD STOCK MARKETS

### Rate worries add to holiday hangover

#### WALL STREET

A WIDELY HELD view that US interest rates would continue an upward course was a pervasive depressant as Wall Street returned yesterday from its Labor Day weekend, writes Gordon Cramb in New York.

With many participants absent by the time the half-point rise in the discount rate was brought in on Friday, a hangover of retail profit-taking among blue-chip stocks resulted. Cautious at the opening, this escalated as it became clear that no rally could be established.

At the close the Dow Jones industrial average was down 16.26 at 2,543.12.

Mr Newton Zinder at brokers E. F. Hutton warned that "any first rally is likely to be followed by a pullback-test phase. There has been enough damage inflicted on individual stocks over the past couple of weeks to suggest that several weeks of rebuilding will be needed before the market can do anything sustainable on the upside."

IBM, the market leader which has been at the forefront of profit-taking this month, continued 2 1/2% lower to \$108 1/4. Digital Equipment lost 1 1/4% to \$104 1/4 as it prepared the launch of a new product range with a lavish spectacle aboard the Q2 in Boston harbour.

Cray Research, the supercomputer developer which was badly hit last week in the stock market following its decision to abandon its most advanced project, lost 5% to \$65 1/2.

Amid the general air of gloom, a few special situations prompted price rises against the trend. The most prominent of these was GAF, the specialty chemicals and building products maker which the management is seeking to take private. Its shares passed the \$60.50 cash and debt offer level to trade at \$66 1/2, up 1 1/2%.

McGraw Hill, the publisher around which intense takeover speculation has been swirling, advanced 1 1/4% more to \$83.

Newmont Mining was 1 1/4% better at \$89 1/4 as Mr T. Boone Pickens began his \$85-a-share tender offer. Homestake Mining was off 5% at \$45 1/4.

Caesars World, the casino operator, firmed 5% to \$29 1/4, showing little reaction to the halting of a recapitalisation plan. Instead it is planning a buyback of 31 per cent of its equity at prices ranging from \$29.50 to \$34.

Merck dropped 5% to \$208 1/4. It had been one of the best performers of the past fortnight because of the good industry response accorded to its new cholesterol agent.

In the consumer-related sectors, the Wisconsin-based brewer G. Heileman was at \$41 1/4, relinquishing 3% of Friday's upward move, but it remained significantly above the \$38-a-share offer made by Bond Corporation Holdings.

Toy maker Tonks fell 1 1/4% to \$18 1/4 on fears about the debt load involved in its agreed bid for Kenner.

Parker Toys. Against an offer price of \$51, Kenner Parker dipped 3/4% to \$50 1/4. New World Entertainment, the rival suitor pushed out by the deal, was down 5% at \$8 1/4.

Among the airlines Allegis, operator of United, slipped 5% to \$96 1/4. Friday's deal with Ladbroke for the disposal of Hilton International will hasten its return to a pure airline stock. Texas Air was notable for a 5 1/4% slide to \$25 1/4 - it has been the fore in the latest round of fare discounting on domestic routes.

Elsewhere among transport issues, Santa Fe Southern Pacific at \$31 1/4 was 3% lower as it moved to comply with a federal ruling by seeking the divestment of its Southern Pacific railway. Burlington Northern, another rail network operator as well as natural resources group, fell 1 1/4% to \$73 1/4.

Ford, which bought the Aston Martin Lagonda marque and which is to sell passenger vehicles in Sweden, dropped 1 1/4% to \$100 1/4. Chrysler, also planning European sales, was off 1 1/4% to \$42 1/4 while General Motors lost 1 1/4% to \$66 1/4.

Bankers Trust, filing for clearance to sell 3.5m shares into the market, fell 3 1/2% to \$44 1/4. As the new interest rate levels for the US appeared not to find favour, Citicorp lost 1 1/4% to \$58 1/4 and Manufacturers Hanover was down 5% to \$39 1/4.

The long end of the government bond market saw no change of regaining poise. The bellwether 30-year issue, carrying an 8% per cent coupon, lost a further 1 1/4 points to 92 1/4 where it yielded a towering 9.82 per cent.

With federal funds running up to 7 1/4 per cent, three-month Treasury bill yields moved up seven basis points to 6.83 per cent. The authorities were still absent from the market well after their usual late-morning intervention time.

#### CANADA

WIDESPREAD profit-taking following the Labor Day holiday sent stocks in Toronto sharply down with all sectors broadly lower.

Oil was heavily hit by both profit-taking and indications of lower crude oil prices. Gulf Canada dropped 3 1/4% to \$22 1/4. Shell Canada fell 1 1/4% to \$24 1/4. Imperial Oil shed 3 1/4% to \$27 1/4 and Texaco Canada was down 3 1/4% to \$24 1/4.

Echo Bay Mines led a broad retreat in golds, losing 3 1/4% to \$23 1/4. Placer Dome fell 3 1/4% to \$27 1/4. Hemlo was down 3 1/4% to \$24 1/4 and LAC Minerals was off 3 1/4% to \$21 1/4.

Base metals slipped along with golds, as Noranda fell 3 1/4% to \$23 1/4 in heavy trading. Inco was off 3 1/4% to \$24 1/4 and Cominco shed 3 1/4% to \$20 1/4.

Banks also lost ground with Toronto Dominion Bank dropping 3 1/4% to \$33 1/4. Royal Bank lost 3 1/4% to \$33 1/4 and Bank of Montreal down 3 1/4% to \$32 1/4.

Blue chips were lower. Bell Canada Enterprises dipped 3 1/4% to \$34 1/4. Inco was down 3 1/4% to \$24 1/4. Moore Corp down 3 1/4% to \$23 1/4. Seagram off 3 1/4% to \$28 1/4 and Northern Telecom off 3 1/4% to \$29 1/4.

### Brazil's woes restrain investors

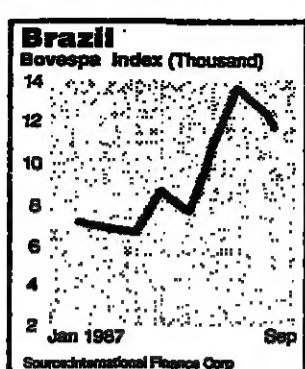
AS BRAZILIAN officials travel the world for debt talks, investors at home are shunning a stock market that is severely depressed by worries over the country's economic future.

In the past 30 days, the key Bovespa index for the Sao Paulo stock exchange has fallen by 12.2 per cent. Both Sao Paulo and the other major exchange in Rio de Janeiro spent last week in net decline again, although they recovered slightly on Friday before the long Independence Day weekend.

Analysts say investors are reluctant to participate in the market because of continued concern over the economy. Inflation at 5.38 per cent in August was about double the expected figure. Interest rates have been fluctuating as the central bank tries to soak up liquidity, and there is uncertainty over the current debt negotiations with foreign bankers and officials.

First half results now being published show many traditionally profitable companies posting losses and causing indices to decline.

The Gazeta Mercantil, a Sao Paulo business newspaper, cited as examples Sharp, an electronic con-



Source: International Finance Corp.

glomerate, whose shares dropped 17 per cent. Accesita, a major steel company whose shares lost 20.6 per cent. Mannesmann, a steel pipe manufacturer, down 20.1 per cent. and Varig, Brazil's flag carrier airline, down 22.7 per cent.

The stock market has shrunk in terms of points and volume compared to the heights reached of around 20,000 in the Bovespa index during the second quarter of 1986 when the Cruzado Plan, aimed at reducing inflation, was in its early months.

Daily trading then would reach a high of \$150m a day, equivalent to C\$1.5bn at current exchange rates and far above recent volume figures.

Last Friday, the Bovespa index closed at 11,785, up 1.2 per cent for the day, but down 4.4 per cent for the week. Volume reached C\$948m that day, an improvement of 20.4 per cent over the previous day's trading. Analysts attributed the upturn to the long weekend, with settlements for trading due later than usual.

Yesterday the index ended 4.1 per cent lower at 11,292 amid continued concern over the debt question.

Investors hope that foreign capital will be permitted into the stock exchanges in the next few months to give trading a much needed boost.

The Brazil fund has already received government approval and may be ready to invest as early as November. The fund's shares are to be launched in the US market by First Boston Corporation, International Finance Corporation and Merrill Lynch, Scudder, Stevens and Clark is to administer the fund, which is expected to raise \$100m.

#### EUROPE

### Central banks provide partial relief from gloom

INTERVENTION to support the dollar provided the impetus for a technical correction which lifted West German and Dutch stocks out of their previous day's gloom. The long shadow of interest rate fears continued to depress other markets in Europe yesterday. Scandinavian bourses, however, forged ahead to new records.

Frankfurt recovered to close above Monday's levels following concerted European central bank intervention to support the dollar. The Commerzbank index added 6.90 to 1,930.40 in light volume as foreign dealers stayed away.

The Frankfurt International Motor Show and the accompanying publicity lifted car shares. Daimler added DM6 to DM11.62 and VW was up DM8.80 to DM39.8. Continental, presenting a new tyre at the show, rose DM4.70 to DM34.70 and BMW recovered from the day's low of DM74.2 to end DMI lower at DM74.9.

Chemicals finished lower with moderate declines. In mixed banks, Deutsche Bank rose DMI to DM68.50. Commerzbank slipped 50 pf to DM293 and Dresdner gained DMI to DM32.50.

Bonds were steady after the dollar intervention and the Bundesbank sold only DM7.4m worth of paper after buying DM76.2m on Monday.

Amsterdam was supported by short-coverings and recovered some of the previous day's losses. The ANPCBS index added 3.4 to 305.9 but investors remained cautious with foreign buyers staying on the sidelines.

Banks and insurers continued

#### LONDON

UK EQUITIES began confidently yesterday but turned down later when Wall Street opened weakly after the long Labor Day holiday.

The FT-SE 100 index finished 5.6 lower at 2,275.5 and the FT Ordinary was down 12.3 at 1,775.2.

Government bonds also started well before falling back on currency factors. Long-dated issues ended slightly easier. Details, Page 42

their technical recovery with ABN adding 70 cents to F148.30, Anso up F1.40 at F185.10 and Amey gaining F1.1 to F180.10.

Retailer Asda picked up 60 cents to F1.90 after reporting lower first-half profits on Monday.

Zurich moved lower across the board as investors waited for a fresh lead from Wall Street after the Labor Day holiday. The Credit Suisse index dipped 3.3 to 583.3 on moderate turnover.

The limited buying interest focused on Brown Boveri which is expected to announce higher profits. Its shares firmed against the trend to SF2,230, up SF74.5.

In foods, Nestlé lost SF200 to SF20,900 on profit-taking and Jacobus-Schäffli fell SF125 to SF9,925.

Financials were narrowly mixed and banks posted modest declines. Paris drifted within a narrow range and ended mixed with a lower bias as investors remained cautious about the lower dollar. The CAC index slipped 1 to 430.7 in calm trading.

### Telecom stocks switch Nikkei into recovery

#### TOKYO

PRODUCERS of telecommunications equipment and issues related to phone installation surged ahead in Tokyo yesterday, initiating a broad-based rally, writes Shigeo Nishiwaki of Jiji Press.

The Nikkei stock average rebounded and advanced 200.00 points to 25,204.09, the first rise in three trading days. Volume remained relatively light at 548.07m shares although up from Monday's 379.42m shares. Advances outnumbered declines by 529 to 331, with 133 issues unchanged.

Fujitsu and OKI Electric Industry moved into the spotlight, with 17 high-tech and other stocks posting maximum allowable daily gains. This strength was founded on a fresh appraisal of the privatisation of Nippon Telegraph and Telephone (NTT), which recently entered rivalry with three new communications service firms.

The three new companies, Teleway Japan Ltd, Japan Telecom and Daini-Denden Inc, officially started competing in inter-city telephone services on Friday. Brokers said NTT would need to expand to meet the competition.

According to a report on telecommunications published by an advisory council, Japan's information industry will expand steadily in the years ahead and is expected to account for 20 per cent of gross national product in the year 2000, up from 7 per cent at present.

OKI Electric Industry soared Y80 to Y848 on the largest volume of 40.79m shares, or some 7 per cent of overall trading volume. Fujitsu was also actively traded with 12.64m shares and gained Y70 to Y1,320. Fujikura added Y30 to Y865, and Kyowa Denetsu was up Y150 at Y1,550.

Among other communications issues, Toyo Communication Equipment rose Y300 to Y2,040, Iwatsu Electric advanced Y103 to Y1,080 and Nitsuko was up Y200 at Y1,640.

The Government is expected to raise around Y5,000bn through the second sale of 1.85m NTT shares, scheduled for November.

Reflecting the strong performance of NTT-related issues, high-tech stocks were also sought. Hitachi climbed Y40 to Y1,230, Matsushita Electric Industrial rose Y70 to Y2,440, NEC Corp added Y80 to Y2,010 and Sony gained Y80 to Y5,050.

Tokyo Electric Power firmed Y118 to Y6,400. It had led the market early this year when the Gov-

ernment released 1.95m NTT shares for the first time. Nissan Motor, sixth-busiest with 13.53m shares, advanced Y27 to Y763.

Giant-capital steels also strengthened, with Nippon Steel, second-busiest with 17.37m shares, gaining Y4 to Y334 and Kawasaki Steel up Y2 to Y258.

Elsewhere, Yokohama Rubber firmed Y47 to Y229, Mitsubishi Petrochemical rose Y30 to Y1,570 and Koito Mfg added Y49 to Y897.

Bond yields lost ground on small-lot buying by dealers prompted by the firmness of the yen against the US dollar in early trading.

The yield on the benchmark 5.1 per cent government bond due in June 1996 dropped from Monday's 5.480 per cent to 5.350 per cent after starting at 5.420 per cent in block trading on the Tokyo Stock Exchange. It later fell to 5.280 per cent in inter-dealer trading.

On the Osaka Securities Exchange (OSE), share buying in small-capital companies based in western Japan strengthened to drive the OSE stock average higher for the first time in three sessions.

The OSE average gained 77.26 points to 25,799.98 on a volume of 62.57m shares, up 25.11m shares from the previous day.

Nintendo advanced Y300 to Y11,500. Ono Pharmaceutical was up Y150 at Y7,450 and Torishima Pump Mfg. rose a maximum Y200 to Y1,300.

Textile Chemical Industries tumbled a maximum Y100 to an all-time low of Y720. Sakai Chemical Industry turned down Y80 to Y2,700.

#### HONG KONG

BLUE CHIPS suffered losses across the board in Hong Kong as the mood turned bearish and institutional selling gathered pace. The Hang Seng index dropped by 44.78 to 3,601.54 in heavy trading worth HK\$2.1bn. The Hong Kong index registered a 27.30 fall to 2,364.10.

The setback was attributed partly to a realisation that the market had been seriously overbought and partly to rumours that local interest rates might be forced up.

A sharp fall in the September Hang Seng index futures contract also contributed, leaving the premium over the cash market at just 12 points and encouraging arbitrageurs to sell blue chips to cover short futures positions.

The biggest losses were in the property sector, where Cheung Kong and Hongkong Land showed 10-cent falls to HK\$12.80 and HK\$8 respectively, and New World Devel-

#### Hong Kong Hang Seng Index



opment was down 40 cents at HK\$14.80.

Among weaker banks, Hongkong Bank lost 10 cents to HK\$10.80 following a sell recommendation by Kleinwort Greaveson.

#### AUSTRALIA

THE RECORD run petered out in mild profit-taking in Sydney although certain sectors, notably banking, continued to post good gains. The All Ordinaries index edged down 2.7 to 2,207.6 from Monday's record high in heavy turnover of 202m shares compared with 150m the previous day.

Several bank stocks rose on rumours of further buying by entrepreneurial groups. Westpac was 16 cents higher at A\$6.50 on 1.7m shares and ANZ up 14 cents at A\$5.68, both new highs for the year.

But National Australia Bank ended 8 cents lower at A\$5.80 on profit-taking following retailer David Jones' acquisition of a stake; turnover reached 1m shares. Jones rose 30 cents to A\$12.30 and parent Adelaide Steamship was also up 30 cents at A\$10.50.

Elsewhere in the industrial sector, TNT gained 6 cents to A\$6.32 following its record profits. Building group Boral was down 60 cents at A\$6.30 after it announced a one-for-10 rights issue and profits below market expectations.

#### SINGAPORE

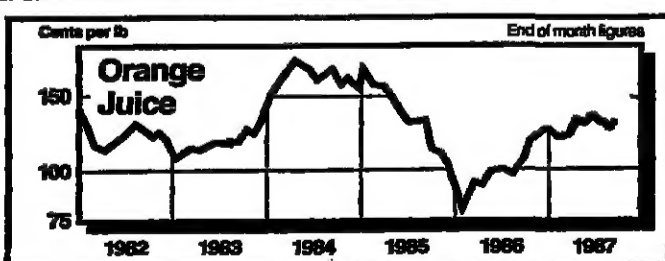
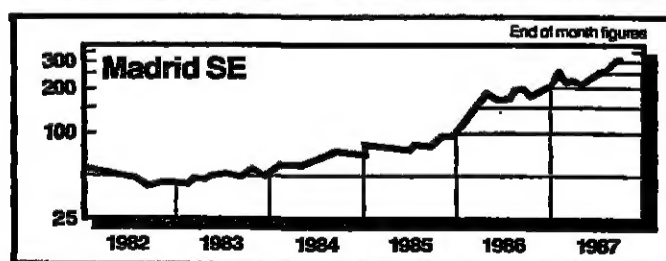
THE RECOVERY from last week's losses gained strength in Singapore and volume also picked up. The Straits Times industrial index put on 28.32 to 1,428.95 in turnover of 28.8m shares, still modest but a rise of 11.2m from Monday.

Confidence was gradually returning, although sentiment remained cautious because of the new settlements system.

Among Malaysian stocks, Sime Darby added a further 6 cents to S\$3.54 on 1.1m shares after its 10-cent gain on Monday in the wake of higher profits. Just ahead of it in volume terms was City Development, up 5 cents at S\$5.10 on 1.4m shares.

Best blue chip gains included Singapore Airlines, 40 cents ahead at S\$14.70, DBS, up 30 cents at S\$16.80, and OCBC, 20 cents higher at S\$10.30.

#### KEY MARKET MONITORS



#### STOCK MARKET INDICES

NEW YORK	Sept 8	Prev	Year ago
DJ Industrials	2,545.12	(c)	1,885.55
DJ Transport	1,012.12	(c)	777.75
DJ Utilities	199.92	(c)	210.69
S&P Comp.	—	(c)	248.14

LONDON FT	Sept 8	Prev	Year ago
Ord	1,775.2	1,788.5	1,323.7
SE 100	2,275.5	2,283.6	1,865.60
A All-share	1,161.58	1,164.92	825.30
A 800	1,276.66	1,282.29	907.30
Gold mines	454.2	467.4	315.41
A Long gilt	9.90	8.86	9.77
World Act. Ind.	136.93	137.53	101.24

TOKYO	Sept 8	Prev	Year ago
Nikkei	25,204.09	25,004.09	18,522.2
Tokyo SE	2,062.10	2,067.61	1,524.56

AUSTRALIA	Sept 8	Prev	Year ago
All Ord.	2,207.8	2,210.5	1,235.5
Metals & Mins.	1,355.2	1,359.9	586.8

AUSTRIA	Sept 8	Prev	Year ago
Credit Aktien	215.25	n/a	239.17

BELGIUM SE	Sept 8	Prev	Year ago
SE	5,147.80	5,258.80	4,020.48

CANADA	Sept 8	Prev	Year ago
Toronto	3,083.3	(c)	2,182.66
Met. & Mins.	3,500.0	(c)	3,082.2
Montreal	1,927.80	(c)	1,550.81

DENMARK SE	Sept 8	Prev	Year ago
SE	n/a	214.26	192.82

FRANCE	Sept 8	Prev	Year ago
CAC 40	430.70	431.70	404.6
Ind. Tendance	n/a	111.50	96.55

#### CURRENCIES (London)

US DOLLAR	Sept 8	Prev	Year ago
\$	1.7925	1.7920	1.6920
Yen	141.70	141.75	228.25
FF	5.595	5.5950	9.9475
DM	1.4840	1.4820	2.4825
IT	2.0710	2.0710	3.3475
Lira	1.259	1.259	2,155.5
SP	37.25	37.25	61.80
CS	1.3125	1.3115	2.1750

STERLING	Sept 8	Prev	Year ago
£	1.6925	1.6920	1.6920
Yen	141.70	141.75	228.25
FF	5.595	5.5950	9.9475
DM	1.4840	1.4820	2.4825
IT	2.0710	2.0710	3.3475
Lira	1.259	1.259	2,155.5
SP	37.25	37.25	61.80
CS	1.3125	1.3115	2.1750

INTEREST RATES	Sept 8	Prev	Year ago
3-month US\$	7 1/4	7 1/4	7 1/4
6-month US\$	8 1/4	8 1/4	8 1/4
US Fed Funds	7 1/4	7 1/4	7 1/4
US 3-month T-bill	7 1/4	7 1/4	7 1/4

FINANCIAL FUTURES	Sept 8	Prev	Year ago
US Treasury Bonds (CBT)	92.75	92.75	92.75
9% Bonds of 100%	92.75	92.75	92.75
US Treasury Bills (TBT)	92.75	92.75	92.75
5% Bonds of 100%	92.75	92.75	92.75
US Treasury Notes (NTB)	92.75	92.75	92.75
5% Bonds of 100%	92.75	92.75	92.75
US Treasury Bonds (TBT)	92.75	92.75	92.75
5% Bonds of 100%	92.75	92.75	92.75
US Treasury Notes (NTB)	92.75	92.75	92.75
5% Bonds of 100%	92.75	92.75	92.75